

President Downing's  
Copy

SOCIETY FOR APPLIED ANTHROPOLOGY

Policy and Procedures

Manual

Approved  
by the  
Executive Committee

in

Independence Hall  
Philadelphia, PA  
3 December 1986

I wrote 99% of  
this.  
T.E.D.

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## 1. Introduction

Most members of the Society have little knowledge of its day to day activities. They only see its products: the journals, monographs, awards, billings, program announcements, and annual meetings. However, many activities take place "behind the scenes" which make these and other actions possible. These activities include editing and preparing both HUMAN ORGANIZATION and PRACTICING ANTHROPOLOGY for publication; organizing an annual meeting, negotiating contracts with printers, hotels, airlines, management firms; budgeting, billing, accounting, and auditing; answering and making inquiries to other professional organizations with whom the Society maintains active relationships; responding to public inquiries; servicing the needs of institutional subscribers; reviewing manuscripts and monographs; fund raising; meeting federal and state corporate reporting requirements; reviewing and evaluating candidates for the Society's awards; recruiting new members; and nominating, electing, and appointing new leaders. Completing these and countless other tasks requires considerable correspondence and thousands of hours of voluntary service. Without such service, the profession would have no journals, peer-reviewed publications, meetings, awards, nor public image.

Generations of social and behavioral scientists have unselfishly dedicated part of their professional careers to building and maintaining the Society and through it, their profession. Members who wish can find a niche within the organization where their talents are most needed. Some discover that it is a small corporation and enjoy negotiating contracts with printers, hotels, airlines, and other organizations. Others discover the critical importance of financial management, as such professional organizations are perpetually under-capitalized. And others have discovered they are skilled in recruiting and educating new members. All gain practical, hands-on experience participating in the management of their own human organization.

Like all volunteer associations, the Society must cope with the inefficiencies resulting from a continuous turn-over of volunteers. Consequently, generation after generation has faced the difficult task of learning the Society's "corporate culture" anew.

In the spirit of building a corporate culture, in 1986, the SfAA Executive Committee, officers, and I embarked on an ambitious project to codify the Society's policies and procedures. Our inspiration and information has been culled from almost two decades of records and experience by previous leaders, to whom we express our gratitude. To them, we say, "We now understand our past." It is anticipated that the manual will be updated and modified as the Society adapts and adjusts its organization to future unforeseen events and opportunities.

To those who recently joined the Society, I can guarantee that your volunteered service to the Society will be a professionally and personally rewarding experience. Lasting friendships and intellectual challenges await you. The Society offers you an opportunity to become involved with people outside your own narrowly defined specialties. The result will continue to be an unexpected cross-fertilization of disciplines and serendipitous scientific discovery. You will also discover that the Society is a bridge between those practicing their profession outside academe and those responsible for training future generations of applied researchers and practitioners. Above all, your service to the Society offers you an opportunity to nudge (but not direct) the profession and the Society in directions that you believe it should move.

T. E. Downing  
President 1985-87

### **The Purpose of this Manual**

The Policy and Procedures Manual serves four functions. First, it provides an overview of the internal operations of the Society. It is designed to be used in the New Leadership Workshops held at the annual meetings by the Archivist and Secretary. Second, sections of the manual will be available on the Society's electronic bulletin board for those Fellows and members who wish to know more about their Society. And third, the manual also serves as a record of Executive Committee policies, procedures, and decisions.

In order to insure that the Society continues to be a network rather than a bureaucratic hierarchy, the authors of this manual suggest that those with specific responsibilities within the Society review the sections relating to their specific charge. We also urge them to review other sections and articulate their work with other Society activities.

Those of us who prepared the manual intend it to be a "living document" that will be modified and improved upon by the Society's future leadership, as they guide our Society through its second fifty years.

### 1.1. Objectives

The Society for Applied Anthropology (SfAA) was founded in 1941 to promote the **interdisciplinary scientific investigation of the principles controlling the relations of human beings to one another, and the encouragement of the wide application of these principles to practical problems**(BL-I).<sup>1</sup> Since that time, the membership has expanded to over 2,000 individuals. The Society's primary means for reaching its objectives are publication of two major journals, HUMAN ORGANIZATION and PRACTICING ANTHROPOLOGY, and a Monographs Series; organizing and conducting Annual Meetings; recognizing meritorious professional achievements; and through the actions of its Standing Committees. Nearing its 50th anniversary, the Society has become the preeminent international organization representing the applied social and behavioral sciences.

The Society is unique among professional associations. In membership and purpose, it represents the interests of professionals in a wide range of work settings, e.g., in business, government, law, health, agriculture, and many others. They are employed by universities, governments, and in the private sector. Members come from a variety of disciplines - anthropology, sociology, economics, business, planning, medicine, education, nursing, law, and other related social and behavioral sciences. Their common denominator is a commitment to the mission of the Society.

### 1.2. Founding and History

Modern applied social and behavioral sciences, including applied anthropology, grew out of experiences of the Great Depression and Second World War. In an event which the preeminent scholar and Malinowski Award recipient Edward Spicer called "one of the most important events in the development of anthropology in the twentieth century" (HUMAN ORGANIZATION 1976:335), a small group of multidisciplinary rebels formed, in 1941, an organization dedicated to discovering the scientific principles underlying human organizations and the application of these principles to practical human problems. In 1949, they changed the name of the Society's journal from APPLIED ANTHROPOLOGY to HUMAN ORGANIZATION, to reflect their common topical rather than disciplinary interests. The Society's first code of ethics was adopted in the same year. The publication, PRACTICING ANTHROPOLOGY, was founded in 1978 to better represent the interests of members working outside academia.

1. **Note: Throughout this manual, direct quotes from the By Laws are in boldface type. These policies can only be modified by a vote of the Fellows via a mailed ballot.**

Nearing its Golden Anniversary (1991), the Society has gone through considerable change and development. Expanding from a small group in Washington, D.C. and Cambridge, Massachusetts, it has subsequently become an international organization. Further information on the history of the Society may be found in the bibliography listed in Appendix 1-1.

### 1.3. Corporate Status

The Society is incorporated under the laws of the State of Massachusetts as a not-for-profit 501(c) 3 corporation. The Officers and Executive Committee are legally responsible for the management and operation of the corporation and its assets. As a corporation, it is obligated to follow the financial reporting and accounting procedures set forth by law and to adhere to its by-laws. The Society's Articles of Incorporation and By-Laws are included in Appendix 1-2 and Appendix 1-3 respectively.

## 2. General Management Structure

The Society for Applied Anthropology is a volunteer professional association, managed by its officers and members who dedicate their time, professional energies, and resources to that effort, without compensation. The Officers, Executive Committee, and Committee Chairs are responsible for all the affairs of the Society, including its day to day management. The Society has seven officers. Three are elected: the President, Vice-President (either the President-Elect or immediate Past President, see section 2.1.2 below), and Secretary. Four others are appointed by the Executive Committee: the Treasurer, the Editor of HUMAN ORGANIZATION, the Editor of PRACTICING ANTHROPOLOGY, and the Archivist (**The Archivist may not vote in Executive Committee deliberation** [BL-VI-2, as amended]). The Executive Committee consists of these officers and six other elected Fellows. The four elected members of the Nominations and Elections Committee and the chairs of Standing Committees customarily attend Executive Committee meetings. Sustaining Fellow or Fellow status is necessary to hold any appointive or elected office in the Society. Appendix 2-1 offers an overview of the Society's organizational structure.

### 2.1. Officers

#### 2.1.1. President

The by-laws stipulate that the President chairs the Executive Committee and **[has] powers and authorities usually vested in the President of a professional association and [performs] such duties as the Executive Committee may direct** (BL-V). Under the management structure of the Society instituted in April 1985, the President assumes the duties of the Chief Executive Officer (CEO) of the corporation and, along with the other officers (President Elect/Past President, Secretary, Treasurer, Editors), manages the day to day affairs of the

Society. The President is responsible for establishing and managing the Executive Office of the Society which coordinates and oversees all of the Society's activities.

#### 2.1.2. President-Elect and Past President

The Past President and the President-Elect, respectively, [serve] in alternate years as Vice President. In the event of absence or disability of the President, the Vice President [performs] the duties of the President at all meetings of the Society and the Executive Committee (BL-VI). Customarily, the Past President and President Elect serve as close advisors to the President.

#### 2.1.3. Secretary

The Secretary attends all meetings of the Executive Committee, and serves as Secretary. The Secretary, in general, has all the powers usually vested in the Secretary of a professional association and [performs] the duties of such office. In the absence of the Secretary, secretarial duties may be discharged by a Secretary pro tempore to be appointed by the Executive Committee (BL-VII).

The Secretary's responsibilities include preparing and distributing the agenda for the Fall and Spring meetings of the Executive Committee to the its members and all Committee Chairs; preparing and distributing the minutes of the meetings to the Executive Committee members and relevant others within three weeks of the meeting; overseeing the nominations and elections of new Fellows; overseeing the electoral process (see section on Nominations and Elections); sending copies of agenda, minutes, and other relevant documents to the Archivist for transmittal to the Society's archives at the National Anthropology Library in the Smithsonian and for the Archivist's records. The Secretary maintains a list of all members of the Society; and overseeing the collection, analysis, and dissemination of information on the membership. The Secretary documents and facilitates communications between the other officers, Executive Committee, and the membership. Moreover, as one of three elected officers, the Secretary frequently consults with the President on Society affairs.

#### 2.1.4. Treasurer

The Treasurer [keeps] the Accounts of the Society and [collects] funds and disburses them under the direction of the Executive Committee. The Treasurer [prepares] a written statement at any meeting of the Executive Committee showing the financial condition of the Society. The Treasurer [also keeps] proper books of the account showing all sums received by or due to the Society and all sums paid by or due from the Society and its other assets and liabilities. The books shall at all times be subject to inspection by the Executive Committee. The Treasurer [has] such power with respect to signing drafts,

checks, and other instruments and incurring liabilities as the Executive Committee shall confer (BL-VIII). The Treasurer is expected to render opinions concerning the estimated financial impacts of decisions discussed by the Executive Committee and present a draft annual budget on behalf of the Finance Committee at each Fall meeting of the Executive Committee. The treasurer shall propose to the Executive Committee a fee structure for the annual meeting eighteen months before the meeting.

#### 2.1.5. Editors

The Editor of HUMAN ORGANIZATION is responsible for reviewing manuscripts submitted and preparing manuscripts accepted for publication in the four issues of the journal each year. The Editor must manage and account for legal matters related to the journal. This includes complying with copyright and postal service laws as well as preparing and administering annual budgets. The editor periodically negotiates contracts with publishers, and works with publishers to ensure quality control of the journal.

The Editor of HUMAN ORGANIZATION enjoys considerable discretionary power in the roll, and is responsible for the academic and physical quality of HUMAN ORGANIZATION. The Editor reports to the Executive Committee at their two annual meetings and is accountable for all aspects of the journal.

PRACTICING ANTHROPOLOGY is a career-oriented quarterly publication of the Society for Applied Anthropology. Its goals are 1) to provide a vehicle of communication and source of career information for anthropologists working outside academia; 2) to encourage a bridge between practice inside and outside the university; 3) to explore the use of anthropology in policy research and implementation; and 4) to serve as a forum for inquiry into the present state and future of anthropology in general.

The Editor is directly responsible for all aspects of producing and distributing PRACTICING ANTHROPOLOGY as well as for shaping its content to fulfill the goals stated above. With approval of the Publications and Executive Committees, the Editor selects Corresponding Editors who assist in procuring and reviewing material for PRACTICING ANTHROPOLOGY; handles volunteered and solicited articles, editorials, and news items; arranges for peer review of submissions; edits copy; supervises layout, typesetting, and printing; arranges for domestic and foreign distribution; prepares the PRACTICING ANTHROPOLOGY budget, and submits budgetary and narrative reports to the Finance, Publications, and Executive Committees and the Council of Fellows; and assists in efforts to promote PRACTICING ANTHROPOLOGY as a tool to build the Society for Applied Anthropology membership and participation.

All aspects of PRACTICING ANTHROPOLOGY operations are handled from the editorial office except receipt of subscriptions and preparation of mailing labels; storage and distribution of back issues; and disbursement of funds. These functions are handled by the business office.

## 2.2. Executive Committee

The Executive Committee serves as **the governing body of the Society**. It [consists] of the current officers, the immediate Past-President, and **six members-at-large who [are] Fellows of the Society and who [are] elected for staggered terms of three years (BL-IV-3).**

The Executive Committee [has] responsibility for the affairs of the Society as delegated by the Council of Fellows. It meets on call of its Chairperson or any two of its members, as often as the interests of the Society may require, and [meets] at least twice a year. **Seven voting members present [constitutes] a quorum.**

Each Executive Committee member also assumes specific responsibilities for managing specific functions of the Society. These functions include awards, annual meetings, membership, publications, services, external affairs, and finances. Each Executive Committee member is expected to maintain frequent contact with the committee and members responsible for activities in their areas and report frequently to the president and membership on progress and problems. The Executive Committee also has **the power to appoint standing or special committees as required.** The by-laws require that the **Executive Committee shall keep a record of its meetings (BL-XI).**

## 2.3. Archivist

The Archivist serves as an ex-officio member of the Executive Committee (since 1986). **The Archivist maintains the historic records and documents of the Society. The President and the Archivist are empowered to approve the use of the historic records and documents of the Society located in the archive. The Archivist is also authorized to obtain historic records and documents on behalf of the Society for inclusion in the archive (BL-IX).** The Archivist's duties also include presentation of a yearly New Leadership workshop at the annual meeting and reviewing the contents of this manual and other material related to the corporate culture of the Society.

## 2.4. Council of Fellows

The Council of Fellows (also called the "Business Meeting") of the Society is **restricted to Fellows as defined in Section 2 of Article II of the amended ByLaws.** These meetings take place once a year at the annual meeting of the Society and are open to all members, although only Fellows in good standing may vote. **Annual meetings of the Council of Fellows [are] held for the**

purpose of hearing reports of committees appointed by the President, or elected by the Council of Fellows, or established in conformance with other provisions of the ByLaws. Customarily, these reports are written, with an abbreviated verbal presentation made at the meeting. The ByLaws also charge the Council of Fellows with the responsibility for taking action on such reports and with transacting other business brought before it by the Officers and the other Fellows of the Society (BL-III). A quorum for a Council of Fellows meeting consists of five percent of the Fellow membership (BL-XVI) as reported by the Secretary at the time of the meeting. The minutes of the Council of Fellows are prepared by the Secretary for publication in HUMAN ORGANIZATION.

## 2.5. Committee Chairs

Committee Chairs form an important part of the Society. Appointment to a committee chair expresses the Society's confidence in the professional abilities of the Chair. Chairs are expected to regularly correspond with their committees; to inform the Secretary of changes in membership and committee members names, addresses, phone numbers, and electronic mail addresses (if applicable); and to present timely reports to the Executive Committee. Committees with budget allocations are expected to submit their budget requests to the Treasurer by the first of November of each year. An example of a budgetary request form is found in Appendix 2-2. Committee Chairs are also expected to provide a copy of their reports to the Archivist.

## 3. Membership

### 3.1. Benefits of Membership

The Society has several categories of membership. All categories receive a core package of benefits which include the following:

#### 1) Journals

Members receive a subscription to both quarterly journals, HUMAN ORGANIZATION and PRACTICING ANTHROPOLOGY.

Members of the Society are exempt from the publication charges assessed to manuscripts accepted for publication in HUMAN ORGANIZATION.

#### 2) Special Publications

Members are eligible to purchase at discounted prices the titles in the Monograph Series as well as other special publications of the Society.

Members receive, free of charge, the biennial GUIDE TO TRAINING PROGRAMS in the APPLICATIONS OF ANTHROPOLOGY.

3) Annual Meetings

Members receive special registration rates for the annual meeting of the Society and discounted fees for the training workshops held at the annual meetings.

3.2. Membership Categories

The Society shall consist of Sustaining Fellows, Fellows, Regular Members, Student Members, Joint Members, Sustaining Members, Emeritus Fellows, and Emeritus Members (BL-II-1).

Fellow status is limited to those who have academic accreditation in the field of anthropology or in related fields as evidenced by the possession of a Ph.D. degree, and to other professionally qualified persons who have demonstrated competence in research and/or application of behavioral science in contemporary societies. They shall pay stipulated dues, as determined by the Executive Committee, to the offices of the Society each year, for which they shall be entitled to receive the regular and special issues of the official journals of the Society. They shall have all other privileges and obligations of full membership in the Society, including the right to vote on all issues affecting the composition, the purposes, and the commitments of the Society (BL-II-2). A special Sustaining Fellow designation is reserved for those Fellows willing to make an additional contribution to the Society as part of a program designed to help defray the cost of student members.

Regular and Student Members, and Joint and Sustaining Members, shall consist of all persons who pay stipulated dues, as determined by the Executive Committee, to the offices of the Society each year, for which they are entitled to receive the regular issues of the official journal of the Society, and the right to participate in all activities of the Society, except the right to vote on issues concerning the composition, the purposes, and the commitments of the Society. Applicants for Regular and Student Membership, and for Joint and Sustaining Membership, shall apply in writing to the offices of the Society and will be accepted upon receipt of the required fee for such membership (BL-II-3).

Institutional Subscribers shall consist of all organizations who pay stipulated dues, as determined by the Executive Committee, to the offices of the Society each year, for which they are entitled to receive the regular issues of the official journals of the Society (BL-II-4).

Fellows and Members are eligible for Emeritus Status at age 65 or upon retirement, whichever comes later, and pay dues at three-quarters of the regular rate (BL-II-5).

Candidates for membership as Fellows of the Society may be proposed in writing by any Fellow of the Society, or by nomination by the Executive Committee. Proposals for such

membership shall be submitted to and voted upon by the Executive Committee. Majority approval by the Executive Committee shall constitute election to Fellow membership (BL-XIII).

The Secretary receives and reviews Fellow Applications from the Treasurer, presents the applications with recommendations to the Executive Committee at its Fall and Spring meetings, and prepares and mails letters of congratulations to newly elected Fellows, and of regret to those not elected.

### 3.3. Dues

The By-Laws stipulate that all fees for Fellows, Members, and Institutional Subscribers shall be set by the Executive Committee. The dues for a Joint membership unit shall be less than those of two separate memberships combined. The dues of spouses who are both Fellows will be less than those of individual Fellows (BL-XIV). As of 1985, the annual dues are as follows:

Sustaining Fellow	\$75	Emeritus Fellow	\$30
Fellow	\$52	Emeritus Member	\$20
Regular	\$42	Joint Fellow	\$36
Student	\$25	Joint Member	\$26

### 3.4. Membership Committee

The Membership Committee is responsible for recruiting and retaining the Society's members. Its importance is evident by the fact that its Chair customarily attends Executive Committee meetings, participating in its deliberations, but not voting and a member of the PRACTICING ANTHROPOLOGY editorial board, selected by its Editor, is one of its permanent members.

The charges for this committee include the following:

- \* Prepare and submit a broad design for an annual recruitment drive and present it at the fall meeting of the Executive Committee. This design should seek to strengthen the conventional recruitment strategies and identify new methods. It should include, in summary form, a method for evaluating the financial efficacy of such efforts. The cost of these activities should be made explicit in the budget request of the Membership Committee.
- \* Solicit new membership and retain continuing membership, through regular iteration of mailings, inquiries, etc.
- \* Present a written report of Committee activities and an evaluation of the preceding year's membership campaign at the spring meeting of the Executive Committee.
- \* Present summaries of trends in membership to the Executive Committee and the Council of Fellows.

#### 4. Nominations and Elections

In a volunteer association, the Nominations and Election Committee is responsible for long term viability and reproduction of a dynamic, representative and dedicated leadership. Working closely with the Secretary, the Nominations and Elections Committee adheres to tight deadlines and strict procedures as outlined below.

##### 4.1. Preparation of the Slate of Candidates

Between 178 and 164 days prior to the opening day of the annual meeting, the Chair of the Nominations and Elections Committee telephones the Secretary of the Society with the list of nominees for the upcoming election. This is followed by a mailed list to the Secretary, complete with home and office addresses and telephone numbers of the nominees. By this date, the Chair of the Nominations and Elections Committee has obtained a verbal expression of willingness on the part of the initial nominees to serve, if elected, and has confirmed the Fellow status of each nominee with the Treasurer.

Deadlines are relative to the first day of the annual meeting. Specific dates for compliance with these deadlines should be determined by the Chair of the Nominations and Elections Committee at the time of the previous annual meeting, for the upcoming year, and confirmed to the Secretary and President of the Society in writing.

The Secretary then prepares the slate of nominees, reproduces, and mails it, no later than 150 days prior to the meeting, to all Fellows of the Society. With this announcement is a request for additional nominations, as specified in the Bylaws. No later than 150 days prior to the meeting, the Secretary also contacts all initial nominees to obtain biographical information and a signed statement of willingness to serve if elected.

No later than 90 days before the opening day of an upcoming meeting, the Chair of the Nominations and Elections Committee must receive, by mail, the names of any additional nominees. No later than 83 days prior to the meeting, the Chair obtains a verbal expression of willingness to serve from the additional nominees, and notifies the Secretary of their names by telephone. The Secretary then confirms the Fellow status of the additional nominees, and obtains from them a written expression of willingness to serve if elected and biographical information.

The Executive Committee has established the policy that candidates presented for election be drawn in a balanced fashion from both the practitioner and the academic sides of the profession (EC minutes 3 Dec 86:p.6).

#### 4.2. Preparation and Mailing of the Ballots

No later than 60 days before the opening day of the annual meeting, the Secretary prepares the ballots with candidate biographical information and any additional matters for consideration (such as referenda), and mails a ballot to each Fellow of the Society. Enclosed with each ballot is an envelope addressed to the Chair of the Nominations and Elections Committee, with marked spaces for the signature of the voter and the voter's return address. The signature is required confirmation of the Fellow's vote.

#### 4.3. Receipt and Counting of the Ballots

The end of the 30th day prior to the opening of the annual meeting is the cut-off point for receipt of ballots by the Chair of the Nominations and Elections Committee. Ballots received after this point will be held, but not counted.

The Chair counts the ballots no later than 25 days prior to the opening day of the annual meeting, with the assistance of a local Society Fellow. The Chair notifies the Secretary by telephone of the results on or before the 25th day, and follows this with written confirmation of tallies for all candidates in a letter to the Secretary.

#### 4.4. Notification of the Results

On or before the 20th day prior to the opening of the annual meeting, the Secretary notifies successful candidates by telephone and in writing, and notifies unsuccessful candidates in writing. At this time, the Secretary asks all new Executive Committee members to sit in on the first Executive Committee meeting during the Society's Annual Meeting in March, and to formally attend the second Executive Committee meeting.

At the same time, the Secretary also notifies the editors of HUMAN ORGANIZATION and PRACTICING ANTHROPOLOGY of the election results by telephone, so that election results can be published along with the addresses of those elected. The Secretary also notifies the President, Archivist, and Treasurer of the election results.

The Chair of the Nominations and Elections Committee (or the Secretary in the Chair's absence) presents the election results during the Council of Fellows meeting at the Society's annual meeting.

#### 4.5. Terms and Vacancies

The Officers and the Executive Committee members are chosen from among the Fellows. The President serves for a term of **two years and for a subsequent term of one year as Past President and voting member of the Executive Committee. The President-Elect [serves] for a term of one year prior to a two-year term as**

President. The Secretary, Treasurer, and Editors serve for a term of three years. Should the offices of Secretary and Treasurer be combined, the Executive Committee shall appoint one additional member to serve pro tem on the Executive Committee until the elections at the next Annual Meeting (BL-IV-2). The Executive Committee Members have three-year terms.

Any vacancy among the officers of the Society or other Executive Committee positions shall be filled by appointive action of the Executive Committee for the period intervening between the time of the vacancy and the next business meeting of the Society (BL-IV-4).

The Bylaws provide for the terms of offices of the President-Elect, President, and Past President according to the schedule provided in Appendix 4-1. The scheme is repeated in successive years.

## 5. Publications

The Society publishes two journals, HUMAN ORGANIZATION and PRACTICING ANTHROPOLOGY and other occasional publications. The Editors are appointed by the Executive Committee. The Editors shall have charge of the respective publications of the Society and shall appoint such associate editors as they shall see fit to obtain material for publication and otherwise to collaborate in the conduct of the publications. Employment of editorial assistants, whether paid or unpaid, shall be subject to the approval of the Executive Committee (BL-XI).

### 5.1. Selection of Editors

The following policies and procedures govern the appointment and tenure of editors.

### 5.2. PAC Responsibilities

The Publication Affairs Committee (PAC) acts in an advisory capacity, assisting the Executive Committee in searches for editors. It is the special duty of the Publication Affairs Committee to maintain and to remind the Executive Committee of the schedule of search, selection, and appointments of editors for PRACTICING ANTHROPOLOGY and HUMAN ORGANIZATION.

The Publication Affairs Committee establishes a schedule of incumbent editors' tenure, future searches, selections, appointments (or possible reappointments) of editors. This schedule is distributed to the Officers and Executive Committee by the Publication Affairs Committee Chair. At the designated time, the President will request the Publication Affairs Committee to initiate the search for a new editor, or as appropriate, gathering information and materials relevant to reappointment of an incumbent editor.

After appointment (or reappointment) of an editor by the Executive Committee, the Publication Affairs Committee shall extend, for at least three more years, the schedule and calendar of actions to be taken in regard to editor searches and journal reviews. This calendar will be distributed, by the Secretary, to all Officers and Executive Committee members.

### 5.3. Search Procedures

#### 5.3.1. Solicitation of Applicants

Solicitation of the new editorship applications should take place well in advance of the end of the current editor's term.

The appointment, or evaluation and reappointment, of the PRACTICING ANTHROPOLOGY editor shall not occur in the same year at the same Executive Committee meeting as that of HUMAN ORGANIZATION editor, and vice versa.

#### 5.3.2. Announcement

The call for a new editor should be published by Summer of the year preceding the Spring appointment of the editor, in HUMAN ORGANIZATION, PRACTICING ANTHROPOLOGY, AMERICAN ANTHROPOLOGICAL ASSOCIATION NEWSLETTER, and other appropriate periodicals such as SOCIAL FORCES, CHRONICLE OF HIGHER EDUCATION, etc. This announcement is prepared and distributed by the Publication Affairs Committee.

The announcement of a call for a new editor should include: a definition of the journal, its purpose, and qualifications for editor; desirable institutional support of the editor; deadline dates for applicants; term of appointment and renewal; phase-in period for new editor; and the address of the Chair of the Publication Affairs Committee to whom application materials are to be sent.

#### 5.3.3. Information Required

Prior to the Spring meeting of the Executive Committee at which a new editor is appointed, the Publication Affairs Committee shall gather evaluative information on each candidate for editor relevant to:

- \* candidate's past experience and promise in opening significant new publication areas and avenues of thought;
- \* candidate's own scholarship and productivity in publications;
- \* literary quality of candidate's publications;
- \* cogency and promise of candidate's proposals regarding direction of the journal's publication;

- \* candidate's proposed manuscript review procedures: turn around, organization of review and reviewers, proposed guidelines for commentary from reviewers to assist authors in revisions;
- \* quality, level, and dollar amount of institutional support of the publication and candidate editor;
- \* financial responsibility, experience, and capability of candidate;
- \* administrative skill, past experience with administrative responsibilities, including particularly administration of publishing;
- \* ability to generate enthusiasm for and contributions to the journal;
- \* proposals of candidate regarding solicitation of manuscripts;
- \* other specific points of information that seem relevant and timely to the selection of a new journal editor.

#### 5.3.4. Search Timetable

The Publication Affairs Committee is charged with the duty to search for a new editor at the Executive Committee spring meeting, PRIOR to the YEAR in which a new appointment will be voted on by the Executive Committee. Editor searches should be conducted so as to provide incoming and outgoing Editors ample time for the transition.

#### 5.3.5. Site Visits and Evaluation

Applications of all candidates should be evaluated and candidates be interviewed prior to the Winter meeting of Executive Committee. The Publication Affairs Committee, constituted as a search committee, will report to the Executive Committee at its Winter meeting with considerations and recommendations regarding the short list of candidates, and their sites. Should circumstances and finances warrant, the Executive Committee may appoint a site review committee. Expenses for this visit should be kept to a minimum.

#### 5.3.6. Institutional Support Agreements

The search committee solicits a detailed written statement precisely indicating the extent of institutional support that will be received by each candidate on the short list.

#### 5.3.7. Search Committee Recommendation

The search committee will make its recommendation for new editor, or reappointment of incumbent editor, at the Spring meeting of the Executive Committee, prior to the January date on which a new editor formally takes office. At that Spring meeting, the Executive Committee will, by majority vote, select a new editor, or renew the appointment of a continuing editor.

#### 5.3.8. Tenure

The tenure of editors, in accordance with the bylaws, shall be for three years.

#### 5.3.9. Election

The editor shall be elected to appointment by a majority vote of the Executive Committee.

#### 5.3.10. Appointment

The President shall write a formal letter of appointment immediately following each appointment, or reappointment, to editorship, prior to the beginning of the term of office. The letter of appointment must clearly state the term of the editorship, in terms of beginning and ending dates (e.g. January 1, 1986 to January 1, 1989) and in terms of Volume and number of issue of the publication for which the editor will be responsible (e.g. Vol 7, No 1 to Vol 9, No 4).

#### 5.3.11. Renewal

An editor's term is renewable once, but an editor or previous editor may reapply in a subsequent editorial search.

#### 5.3.12. Editor Reappointments

In the event the Executive Committee anticipates reappointment of an editor, or when the editor of a journal has notified the President of the intention to seek renewal of editorship for a second term, the Executive Committee may direct the President to charge the Publication Affairs Committee with gathering information relevant to the review of the journal operation by the candidate for reappointment.

If circumstances warrant, a subcommittee of the Publication Affairs Committee may be designated to deal only with a review of the journal operation of an editor who has notified the President of the intention to seek renewal of editorship for a second term. The subcommittee composition shall follow the procedures outlined in the section on Publication Affairs Committee organization (see above). Editors shall not be members of such subcommittees.

#### 5.4. Transition

The incoming editor shall be elected to appointment at the Spring Executive Committee meeting of the third year of tenure of the incumbent editor. At that meeting the incoming editor shall be designated Editor-Elect for the period of transition of the editorship.

On the approximate date that the final volume, issue 4 , of the outgoing editor is sent to the printer, the outgoing editor shall begin final transition of journal operations to the editor-elect.

##### 5.4.1. Tutelage of New Editor

Prior to the Winter meeting of the Executive Committee, the Editor-elect shall make a visit to the site of the out-going editor's journal publication to study operations of the journal under the tutelage of the outgoing editor.

##### 5.4.2. Executive Meeting Attendance

Both the outgoing Editor and Editor-elect shall attend the Fall meeting of the Executive Committee.

##### 5.4.3. Final Transfer

The Editor-elect will formally assume full editorship on January 1 of a given year, for a period of three years, renewable once for a second three year term.

#### 5.5. Selection of Associate Editors

In accordance with the By-Laws, Editors of HUMAN ORGANIZATION and PRACTICING ANTHROPOLOGY will nominate candidates for Associate Editors, submitting those names in writing to the Secretary before an Executive Committee meeting. Approval is by majority vote of the Executive Committee who vigorously encourages its Associate Editors to become Fellows of the Society. The Publication Affairs Committee acts in an advisory capacity, if the editor so requests, in the search for Associate Editors.

Upon approval, the Editor shall send written notification of the results of the vote to the successful and unsuccessful candidates for Associate Editor, clearly indicating the term and conditions of the appointment. The Editor shall provide these conditions to the Secretary for transmittal on behalf of the Executive Committee. The term of no Associate Editor shall exceed that of the Editor. All Associate Editors' terms expire upon the completion of their Editor's term, thereby permitting the new editor to either renew or name new associates.

### 5.6. Publication Reviews

Either one or both journals may be subject to review; however, reviews ordinarily should be requested by the Executive Committee at a time when selection and appointment of a new Editor of either HUMAN ORGANIZATION or PRACTICING ANTHROPOLOGY is anticipated.

Reviews of journals or other publications are initiated by majority vote of the Executive Committee.

On passage of a motion to initiate a review, the President appoints an Ad Hoc subcommittee of the Publication Affairs Committee, consisting of at least one member of the Publication Affairs Committee and an effectively small number of other members expert and experienced in aspects of journal publication, to efficiently execute the task assigned.

The President shall charge the subcommittee in specific and limiting terms, specifying dates for reporting back to the Executive Committee and for the dissolution of the Ad Hoc subcommittee. The President may direct the Publication Affairs Committee to assist the Ad Hoc subcommittee in specific aspects of the review. The Publication Affairs Committee member who is also a member of the Ad Hoc review subcommittee shall provide it with any information and background materials from the Publication Affairs Committee deliberations that are relevant to the specific tasks at hand.

The President may appoint one of the Editors as an Ex Officio, non-voting member of such an Ad Hoc committee, with the agreement of that Editor, provided the President sees no issue of conflict of interest by so doing.

Editors should be available for consultation, or should a question necessitate it, for report to the review committee.

Editors may wish to initiate their own reviews, and may need to approach the Executive Committee for support of a review that will serve the purposes of general information and assessment for the Executive Committee and the Society.

Since the most effective time for the Executive Committee to make changes in policies pertaining to the goals and orientation of one of the Society's journals is at the time a search for a new editor is initiated, an Ad Hoc subcommittee on review of the journal in question should be appointed, if it is deemed necessary by the Executive Committee, at or before the Fall meeting at which the Publication Affairs Committee is charged with the search.

Review and assessment committees should take into careful account the goals set and explicated by each journal's Editor and the editorial and publishing means by which they attempt to achieve the goals. With the assistance of the editors, the committees should attempt to articulate the editors' points of view in clear succinct prose.

At the time of review, the Ad Hoc subcommittee should attempt to articulate anew in clear, succinct language and in reasonable proportion what the Society realistically wishes to accomplish through sponsoring journal publications.

The Ad Hoc review subcommittee should give explicit consideration to measures and means for indicating success in accomplishing policy goals. Such means might include measures of readership, article impact, the nature of high standards, and of indicators they are being met. The Ad Hoc subcommittee should not limit itself to attitude surveys, but should inform itself of new approaches to concepts of readerships and new modes of inquiry, where those are feasible within the framework of the committee charge and means.

At the time of its appointment, the Ad Hoc subcommittee will be advised of the form and time in which the President and Executive Committee would prefer to receive the report.

If the information gathering, processing, and evaluating requires some financial outlay, the Chair of the Ad Hoc subcommittee, in consultation with the Treasurer of SfAA, should construct a budget and calendar of expenditures for those activities.

If after full and adequate consideration of a publication review, the Executive Committee wants to make changes in either journal, the new policy directions should be made explicit during the Editor search process.

#### 5.7. Peer Review System

[Section describing HUMAN ORGANIZATION and PRACTICING ANTHROPOLOGY review system may be inserted here in the near future].

#### 5.8. Monographs and Special Publications

When requests are received by the Executive Committee that the organization serve as publisher of materials other than its own journals, or for co-sponsorship of publications, the President shall immediately appoint an Ad Hoc subcommittee of the Publication Affairs Committee to handle that specific matter. The subcommittee shall be chaired and constituted as stated under the procedures for organization of the Publication Affairs Committee [see section 3.7]. The final decision in each case shall rest with the Executive Committee.

The editors of PRACTICING ANTHROPOLOGY and HUMAN ORGANIZATION shall not be assigned the task of editorial evaluation of monographs.

Formal correspondence concerning any request to consider publishing material or co-sponsoring publications should be addressed to the President. [See guidelines below for information that should be included with the request.]

Final decision by the Executive Committee will be communicated by the President, or at the President's direction, by the Secretary, in a letter to the party who initiated the request.

#### 5.8.1. Criteria for Monographic Review

The Ad Hoc subcommittee shall be guided by four criteria in making its recommendations to the Executive Committee: feasibility, appropriateness, merit, and market. The Executive Committee will make the final decision about publication and/or sponsorship in each case. There are periods or special circumstances when it is not feasible for SfAA to join a publication venture for economic, political, or other organizational considerations.

When it appears at the outset not to be feasible to consider publication, the matter should be brought directly to the attention of the Executive Committee at its next meeting for its decision and that decision then communicated to the principals as quickly as possible.

When publication does seem feasible, the issues of merit and appropriateness are central; the material and/or documents concerning the material (in multiple copies if time is of the essence) will be forwarded for review to the specially appointed Ad Hoc review subcommittee of the Publication Affairs Committee, which will act in an advisory role to the Executive Committee. It is essential that at least one member of the committee be a peer expert within the topic domain of the monograph or publishable material; at least one other should be experienced in publication matters (for example, past editors of the SfAA publications, past Presidents, or Associate Editors of HUMAN ORGANIZATION or PRACTICING ANTHROPOLOGY who have extensive editorial experience). The Treasurer will ordinarily be one member of the Ad Hoc subcommittee in all cases in which expenditure of funds or financial contracts are involved.

All members of the Ad Hoc subcommittee should read the material and make an independent written review, from which a summary review may be prepared by the Chair. At the discretion of the Chair and President (with special regard for whether reviewer anonymity is both preferable and/or possible), copies of the written reviews and summary may be forward to the author(s) or editor(s) of the material under consideration. The review that is reported by the Chair to the Executive Committee will make recommendations to the Executive Committee regarding a final decision.

Should the Executive Committee recommend publication or co-sponsorship, a single person shall be appointed by the President as agent of the Executive Committee to act as editorial supervisor to monitor the process of revision, editing, and final preparation for publication, making a final report to the Executive Committee prior to publication regarding the final quality of the manuscript.

#### 5.8.2. Contracts for Publication of Monographs

The Ad Hoc subcommittee shall explore, or contact experts for opinion on, the marketability and readership of the proposed material or co-sponsored publication, where marketability is an appropriate consideration for financing the project.

Should a contract of co-sponsorship or of publication be necessary, the Treasurer, the Association lawyer, and one of the SfAA journal Editors should examine the contract conditions to assure the Society does not forfeit control over matters for which it provides money, entertains costs, or lends its name. The Chair, with the assistance of the Treasurer, reports on and makes recommendations concerning the contract.

Any member of the SfAA who proposes plans for publishing a monograph or any special publication should submit a written draft of the proposed plans, including the following information:

- \* clear statement of purpose, interests of author(s), and significance of the monograph;
- \* scope of proposed publication or monograph, number of pages, units, chapters, and outline of areas to be included;
- \* brief credential statement about the author(s), especially publication record;
- \* format plans for the proposed publication, its potential attractiveness to readerships and reader communities, projected cost and financing of the publication;
- \* suggestions for outside financing such as grants, potential philanthropic contributions from private and public sources, institutional support, etc;

- \* suggestions about potential readers and groups for selling, promoting, and distributing the monograph or special publication;
- \* explicit ideas for marketing that would be in addition to usual marketing sources for SfAA;
- \* a timetable for publication.

Authors themselves should explore, but not commit, potential publishers for co-sponsoring who could maintain top quality publication and reasonable costs, within SfAA budget parameters. Corporate, private, and independent publishing companies need to be checked out, in terms of active marketing, sales track record, etc. Companies should have contracts and plans that make explicit the sales methods, publishing costs, and royalties. The monograph should be on the publisher's market over at least a five year period. The publisher's policies should be in writing and made available to the Ad Hoc subcommittee.

To avoid complex problems and delay in publishing monographs, they should be with one publisher, but may be supported financially by two or more organizations. However, multiple publishing companies pose many serious problems and likely delays of publication.

#### 5.9. Reprints

Reprints [Treasurer and Finance Committee are preparing procedures and policies for reprints].

#### 5.10. Publication Fees

Publication Fees [Province of Finance Committee, Editors, and Treasurer. Publication Affairs Committee members B. Clark and J. Hill will confer with J. Peterson, Publication Affairs Committee Ex Officio, Executive Committee, and Finance Committee member, before further action can be taken.]

#### 5.11. Publication Affairs Committee

Searches for the editors of HUMAN ORGANIZATION and PRACTICING ANTHROPOLOGY are the particular duties of the Publication Affairs Committee. Since editor searches should be conducted so as to give an incoming editor at least one year to prepare the first issue, and since the By-Laws specify a three year tenure for the editorships of both publications, and since it is operating procedure not to allow the search or appointment (or reappointment) of HUMAN ORGANIZATION and PRACTICING ANTHROPOLOGY editors to occur in the same year, the search for candidates and the gathering of information on kinds of support resources and facilities available at institutional sites of candidates is a continuing activity of the Committee. All

information gathered by the Publication Affairs Committee should be organized and made available to the Executive Committee for its interviews with candidates for the editorships.

#### 5.11.1. Organization and Functions

The PUBLICATION AFFAIRS COMMITTEE is a standing committee advisory to the President and the Executive Committee in its function. It shall be Chaired by a member of the Executive Committee, appointed by the President. The Committee includes three additional members, each serving a three year staggered term. One of the three members shall be designated to specialize in information, archives, and history of PRACTICING ANTHROPOLOGY; another member shall be designated to specialize similarly in HUMAN ORGANIZATION; and the third member shall specialize in information regarding other publications, including monographs.

The PAC and its subcommittees shall be carefully selected from those with established expertise in publication issues and with previous experience on Society committees.

The Publication Affairs Committee is responsible for assisting the Executive Committee with the recurrent activity of organizing timely and informed search, selection, and appointment of new editors for the Society's journals. The Publication Affairs Committee is to maintain an up-to-date schedule of actions to be taken in connection with notification, search, selection, interviewing, site visits, and evaluation of information related to appointment of editors by the Executive Committee. The main duty of the Publication Affairs Committee is the search for the best possible candidates, to assess as well as gather information on kinds of support resources and facilities available at the institutional sites of candidates, and to promptly organize that information, with the help of the Treasurer, in a form to assist the Executive Committee in its interviews with and deliberations about candidates for editorship. The role of the Publication Affairs Committee in this regard is entirely advisory. Otherwise, the Publication Affairs Committee function is limited to information gathering and processing to assist the Executive Committee toward clear and informed decisions regarding publication affairs of the Society.

#### 5.11.2. Ad Hoc Subcommittees

If there are other matters, particularly one-time events (e.g., developing the background information for a new policy, reviewing a particular monograph submitted for sponsorship by the Society, assessing some aspect of financial feasibility for a new publication venture), a special Ad Hoc subcommittee shall be appointed with a carefully defined task to be completed by a particular date, at which time the subcommittee will automatically dissolve. Such Ad Hoc subcommittees shall always include a member from the Publication Affairs Committee, but will not necessarily be chaired by this person; Ad Hoc subcommittees ordinarily will be chaired by present or past members of the

Executive Committee, (including Past Presidents), past members of the Publication Affairs Committee, and past Editors of PRACTICING ANTHROPOLOGY or HUMAN ORGANIZATION, or a Fellow of the Society with particular expertise on the issue at hand.

#### 5.11.3. Reporting

The Publication Affairs Committee shall regularly report in writing to the Executive Committee at least two times per year. The report must be submitted to the Secretary with sufficient time to be distributed to the Executive Committee members prior to their Winter and Spring meetings.

#### 5.12. Printing Contracts

The printing of Journals is outside the province of the Publication Affairs Committee. This decision rests with an Ad Hoc subcommittee consisting of the Editor, Treasurer, and President who will solicit competitive bids from printers and submit their recommendations to the Executive Committee. If requested, the Publication Affairs Committee may assist this Ad Hoc subcommittee in an advisory capacity, gathering information on specific issues or problems.

### 6. Annual Meeting

The annual meeting serves so many functions that its proper planning and management is a critical Society activity. It provides a forum for the exchange of ideas between the members and the public; it offers a sounding board for professional papers, many of which eventually are published in the Society's journals; it permits the membership to learn new skills through workshops and scientific sessions; it serves as a ritual occasion when the achievements of preeminent social and behavioral scientists are recognized and rewarded by their peers; it permits the Fellows to review the past year's activities of their officers, executive committee, and committees; it acts as an informal job market; and it permits friendships and alliances to be made or renewed. Its theme may influence the direction of the discipline. Its planning and implementation demand exceptional skill and knowledge of the convention business, finances, membership preferences, the Society, the discipline, and the limits and strengths of a voluntary organizations.

Historically, the Society has had many extraordinary meetings. Most program chairs and committees have significantly enhanced their professional reputations and influenced the direction of the discipline. The Society has adopted certain policies and procedures which experience has shown to be keys to a successful meeting. Efficiencies within these guidelines are encouraged. Innovations within these guidelines are possible, but any serious deviation merits Executive Committee advice and approval. The responsibility for the meeting's success begins in the Executive Committee, with the site selection process, and continues through the final close out report by the Program Chair.

## 6.1. Selecting a Time and Place

### 6.1.1. Site Selection

Selection of a site is an important decision, since the meeting is a key instrument the Society uses to further its objectives. The Executive Committee should put aside personal, regional, and nationalistic criteria in making this decision and vote in the interests of the Society. Of prime importance is the total cost estimate of charges to the Society and its members. Also important are costs to the members of meals and lodging and geographic accessibility, especially by air, secondarily by surface transport. Downtown location is preferred, but a self-contained resort site or convention/conference complex is also potentially attractive. Contiguous meeting space is best, i.e. the meeting rooms ideally should not be scattered among two or three hotels. Highly successful meetings have occurred in situations where the participants are kept in close physical proximity (Edinburgh, Reno) and not easily distracted away from the meeting. Entertaining and "exotic" places appear to be very attractive to the membership and attract non-members (e.g. Edinburgh, Merida, Reno, Oaxaca). Weather also proves important, with an "outdoor" Spring climate meetings tending to attract those from wintry climates. A list of previous meeting sites is provided in Appendix 6-1.

Strong emphasis shall be placed on Annual Meeting sites which are convenient for the Society's membership (e.g., inexpensive hotels and airfare) and either have a Local Practitioner Organization (LPO) already in place or, by the holding of an Annual Meeting are likely to encourage the growth of an LPO (and therefore SfAA affiliates).

Written nominations for prospective sites may be made by any member in good standing and sent to the Executive Office. All nominated sites must, at a minimum, satisfactorily respond to the criteria listed in the "SfAA Proposal Form for Consideration as a Prospective Annual Meeting Site." These criteria are reproduced in Appendix 6-2. No meeting site will be considered without a completed copy of this proposal form.

In 1967, the Executive Committee decided that, at least once every four years, the annual meeting shall be held outside of the continental United States. International meetings will not be held in successive years.

#### 6.1.2. Timing of Annual Meeting

First preference is for the third or fourth week in March; second preference is for the first week in April; third preference is for the second week in March. When a site is announced, the SfAA Secretary will inform other sibling social and behavioral organizations of such dates/places in writing to avoid unnecessary scheduling conflicts with other organizations. A list of these organizations should be maintained and updated with the assistance of the Chair of the Committee on External Relations. The Executive Committee is advised that some SfAA members have expressed strong objections to holding meetings on religious holidays.

#### 6.1.3. Joint Meetings

While the SfAA is amenable to and encourages, where feasible, joint meetings, certain restrictions of such joint meetings need be observed. Because contracted-for space allocations are not expandable once hotel/convention center contracts are made, SfAA program space may be reduced with joint sponsorship of meetings. The President should begin any negotiations for joint meetings early, enabling, for example, a joint meeting to be planned far enough in advance to permit timetables as approved by the Executive Committee to be observed. Decisions should be specified in a written agreement between the Presidents of the SfAA and the cooperating society.

#### 6.1.4. Site Selection

Responsibility for coordinating the collection of bids for possible sites for annual meetings will rest with the individual (President or President-Elect) who will serve as President during the annual meeting being planned and with the current Secretary of the Society. The procedure for site selection should be as follows:

- \* Three years prior to the meeting (e.g. November 1982 for a March 1985 meeting), the Executive Committee will name two or three acceptable sites for the meeting.
- \* The President (or President-Elect) and the Secretary (and/or their designees) will select the site for the meeting, basing their judgment on the criteria offered in this manual. Two full years prior to the meeting (e.g. March 1983 for a March 1985 meeting), the President and Secretary will present their recommendation for a site to the Executive Committee.

- \* Upon approval of a site by the Executive Committee, the President (or President-Elect) will immediately initiate negotiation for a hotel contract at the selected site. A hotel contract should be in hand by the next meeting of the Executive Committee (e.g. November 1983 for a March 1985 meeting).

## 6.2. Selecting a Program Chair and Committee

The Program Chair is nominated by the President and elected by a majority vote of the Executive Committee. The Chair is selected at the winter meeting two years in advance of the scheduled meeting (e.g. the Chair for the 1988 meeting is elected at the winter 1986 meeting). Within six months after the Chair's appointment, the Program Chair should select a Program Committee. The Past-Program Chairs from the two preceding meetings are ex-officio members of the Program Committee and invited to attend Executive Committee meetings as advisors on annual meeting planning. Remaining members should be selected from as many interest groups in the Society as possible. The names, addresses, phone numbers, and electronic mail addresses (if any) of all members of the committee should be sent by the Program Chair to the Secretary for inclusion in the Directory.

## 6.3. Program Committee Responsibilities

The Program Chair is responsible for the scientific program and local arrangements for the SfAA annual meeting. The responsibility for local arrangements may, with the approval of the Executive Committee, be delegated by the Program Chair to a Local Arrangements Chair. Under exceptional circumstances, responsibility for local arrangements and program printing may be given to the business office. This arrangement will result in a transfer of a large part of the Program Chair's operating budget to the business office. The President delegates either the Program Chair or the Local Arrangement Chairs to be responsible for negotiating agreements with hotels, airlines, and travel agents. They should contact the Treasurer, President, and Past-Presidents familiar with this process for advice. Although the Chair may negotiate an agreement, the Chair may not sign any contract on the SfAA's behalf.

Annually, the President of the SfAA or her/his designee will review arrangements with the Program Chair, who will present a written report to the Executive Committee one month before its annual spring meeting.

## 6.4. Theme

The Program Chair and Committee are responsible for developing an innovative theme for the meeting. The theme should not exclude specific interest groups within the Society (e.g. medical, educational, developmental), nor should it be area-specific (e.g. NW Siberian development), as such themes prevent broad membership participation. The Committee is urged to

consult with the Editors, officers, and Executive Committee members on trends and topics they feel might be of interest to the membership. The theme must be approved by a vote of the Executive Committee at its winter meeting eighteen months prior to the Annual Meeting.

#### 6.5. Budgeting for a Meeting

The budget allocation for the Annual Meeting will be forecast by the President and Treasurer well in advance of each annual meeting (see proposed timing below). Within this limit, the Program Chair works with the Treasurer and submits a more detailed budget to the President and Treasurer for their approval. The budget should include the following items:

- Telephone calls
- Postage/Shipping
- Audio-visual equipment
- Printing and mailing of Call-for-Papers Announcements
- Printing and mailing of Preliminary Program
- Printing of Final Program and Abstracts
- Secretarial Assistance
- On-site Meeting Expenses
- Air travel (r/t economy) for Program Chair to Executive Committee meeting

The costs of travel to an annual meeting is available to the Program Chair. Conservative budgetary planning is advisable, as expenses for the meeting cannot exceed the budget request. Budgets of previous meetings (see close-out report) should be used as an indicator of anticipated expenses. The Treasurer is responsible for providing copies of previous years' budgets to the Program Chairs.

#### 6.6. Contracting for Services

The financial success of a meeting depends on attendance, but also on the negotiating skills of the Program Chair, President and Treasurer. Historically, there does not appear to be a one-to-one relationship between the number of participants and the financial success of the meeting. For example, a well run meeting in Reno (1985) had less than 450 participants, but had strong intellectual integration of its papers and contributed over \$8,000 to the financial reserves of the Society. Two or three previous larger meetings have lead to substantial losses. Appendix 6-3 provides a financial and attendance record of previous meetings that should be annually consulted and updated to assist in the site selection process.

One key to the financial success of the meeting is skillful negotiation with hotels, airlines, book exhibitors, printers, and travel agents. The major dimensions of these contract negotiations are considered in this manual, but Program Chairs and Presidents are reminded to draw upon relevant expertise within the membership and elsewhere: in brief, be good ethnographers and business people.

#### 6.6.1. Hotels

The SfAA's Program Chair is explicitly delegated the authority to negotiate the terms of contracts with hotels and other services needed for the annual meetings. No person except the Program Chair (or person to whom such authority is delegated) is to negotiate with hotels or convention centers. Regular reports on all negotiations should be made to the President. All financial commitments and/or contracts must be reviewed and approved by the President and Treasurer.

A minimum of six rooms capable of theatre seating 80-100 people should be contracted for concurrent scientific sessions. Moreover, suitable rooms should be available for Executive Committee meetings (on the Wednesday and Sunday of the meeting) and for films, workshops, poster sessions, and book exhibits as the need arises. These rooms must be provided at no cost to the Society as a courtesy of the main hotel.

#### 6.6.2. Official Airlines and Travel Agent

The Society customarily signs a contract with an airline company as the "official" convention airlines. Careful attention must be paid to this decision. If the correct airline is chosen, in terms of the distribution of our membership, then many participants should opt for the official carrier (which in most cases will be the least expensive). The airlines provide the Society with free tickets based on the use of their service. The critical negotiating point is the complimentary ticket ratio, which may significantly reduce the costs of the Executive Committee members' and the Malinowski Awardee's airfares. In the past, it has been on the order of 1:25.

The cost of this arrangement to the members and the Society is nil. If members decide not to use the official carrier, then the Society loses the opportunity for free tickets and to divert monies into other membership activities. If the airfare turns out to be reasonable, and members use the official carrier, both the Society and the individual gain. To make the **best** decision in terms of air carriers, it is recommended that the Program Chair examine the geographical distribution of the membership and air routes of each airline.

Companies should be selected on the basis of size, national and international experience, population, and proven track record with the SfAA and other societies. The Society strongly cautions against picking a "neighborhood agent" or mom-and-pop travel

agency. The Executive Committee requires "bids" from several agencies, thus avoiding any conflict of interest by individual members of the Executive Committee and/or officers. Perks are expected and may include such items as underwriting the costs of announcing the meeting, ads in Preliminary and/or Final Programs, on-site convention services, etc. In the case of the 1987 Oaxaca meeting, the travel agent agreed to pay half the cost of our mass mailing of the call-for-papers, saving the Society over 800 dollars. There is no need for the agent to be a local business from the convention site. Bids are scheduled for review at the Spring meeting one year before the meeting.

#### 6.6.3. Solicitation of Ads and Exhibits

Exhibits and advertisements for the Program are encouraged and solicited from businesses with direct professional links to the purposes, activities, and goals of SfAA (e.g. the printer of our journals) are solicited. The Program Chair is advised to designate a specific program committee member as the meeting's "Marketing and Promotion Manager" (a nice title for a volunteer's resume), who will be responsible for these activities. The President and Treasurer are required to set rates upon a request from the Program Chair.

#### 6.7. Pre-Meeting Publicity

The annual meeting is announced through (1) publication of a call-for-papers in the Society's journals and in sibling publications, (2) a mass, bulk-rate mailing nine months preceding the meeting, (3) a tabloid form Preliminary Program, and (4) other innovative methods for bringing attention to the meeting. Without timely announcements, the meeting is destined to fail.

##### 6.7.1. Published Announcements

An announcement will be featured prominently in the Spring issues of HUMAN ORGANIZATION (March) and PRACTICING ANTHROPOLOGY (February/March) one year prior to the annual meeting (cf. example, Appendix 6-4). Deadlines for this announcement should be obtained by the Chair from the Editors of HUMAN ORGANIZATION and PRACTICING ANTHROPOLOGY. The notice should be sent well in advance of the meeting to permit potential participants adequate time to plan ahead. The Program Chair will mail preliminary announcements to persons or agencies beyond the paid SfAA membership. The Chair is encouraged to distribute these announcements to sibling organizations and regional or local organizations near the meeting site. The Program Chair should also consult with the Chair of the External Affairs Committee and obtain a list of organizations and publications deadlines so that the meeting may be announced well in advance of the registration due-date. A list of publications where the Society commonly places its announcements is found in Appendix 6-5.

### 6.7.2. Mass Mailing of Call-for-Papers

A call-for-papers is prepared and distributed by 15 August of the year preceding the meeting. This call for papers is a package which includes:

- \* a letter of invitation from the President and Program Chairs,
- \* a reproduction of the abstract form from HUMAN ORGANIZATION, including a description of the theme of the meeting,
- \* a brochure on airlines and travel from the contracted agencies,
- \* publicity on the meeting site (provided this is not charged to the Society and the travel agent, hotel, or Chamber of Commerce covers part of the cost of the mailing).

The mass, bulk-rate mailing is paid for out of the program budget and may easily cost over 1500 dollars. For this reason, it is important that those financially benefiting from its distribution (airline, travel agency, city) subsidize or fully cover its costs.

The mass mailing is sent to all SfAA members, including those overseas, and those selected mailing lists of other professional associations. The Committee on External Affairs has liaisons with different sibling societies who are often willing to exchange or provide mailing labels.

The combined US and Canadian mailing MUST be sent no later than 5 August of the year preceding the meeting to permit time for a response. Overseas mailings should be made by 1 June.

### 6.7.3. Encouraging Proposals for Sessions

For most successful meetings in the past, approximately 60% of the sessions were solicited by the Program Committee. The rest of the sessions were composed of volunteer sessions. An active Program Chair encourages proposals for sessions. Techniques include:

- \* reviewing past issues of HUMAN ORGANIZATION and PRACTICING ANTHROPOLOGY requesting an author to organize a session following up on a recent article;
- \* encouraging two or more authors of volunteered papers to "link up", form a session, and invite others to participate;
- \* networking with the Program Committee;

- \* requesting each member of the Program Committee to organize at least one session;
- \* attending other professional meetings, i.e. the American Anthropological Association, at least one and one half years in advance to encourage the development of sessions.
- \* reviewing individual abstracts, as they are submitted, and encouraging certain abstract writers to organize a session on a topic.

#### 6.8. Advance Registration Management

The Program Chair has the responsibility of setting final deadlines for advance registration in accordance with the need for orderly financial management of the meetings.

As a matter of policy, all program, seminar, session, and paper submissions to the Program Committee will be accompanied with a registration form and payment for pre-registration (Appendix 6-6). It will be the responsibility of the organizer of any multi-person presentation to secure the registrations and payments along with abstracts and any other necessary materials from her/his group so that it can be presented as a unit to the Program Committee. As of March 18, 1984, the Society's official policy, by vote of the Executive Committee, states that program participants will not receive refunds of registration fees for whatever reason after a date determined by the Program Chair.

As abstracts are sent to the designated office (Program Chair or Business Office), a volunteer or clerk will be designated to log in on appropriate serially numbered sheets:

- a. proposal title
- b. abstract of session/volunteered paper
- c. registrants' names and addresses
- d. indication of payment received, type, etc.
- e. membership status

This serially numbered log is the basic retrieval/information system which permits the Program Chair to keep track of things. The Program Chair mails a postcard to the volunteer indicating that the abstract has been received and other pertinent information. Use of a simple Personal Computer data base program is strongly advised.

2. Weekly, the program chair forwards registration forms and payments, with a xeroxed copy of the appropriate section of the log, to the Business Office. These lists allow the Program Chair and Treasurer to monitor whether all payments, registrations, and fees have actually been received. Also, the Program Chair can quickly learn whose material is lost, and seek to get new data, checks, etc. as appropriate.

3. For any non-SfAA member who registers with payment and a paper proposal, the Program Chair should provide a set of gummed, typed labels for use by the SfAA Business Office. They should be transmitted weekly to the Business Office for mailing of the preliminary program (the number of copies of labels needed will be established in consultation with the Program Chair). Submissions from SfAA members do not need labels made, since the Program Chair can obtain these from Society computer files. Xerox-compatible paper label stock is available so that labels need only be typed once.

4. Those who do not send payment with their abstracts will not be permitted to have the titles of their papers appear in the Preliminary or Final Programs. Customarily, a form letter is prepared to request payment from those who forget to include it with their abstract.

#### 6.9. Preliminary Program

Production, printing, and mailing of the preliminary meeting announcement is supervised by the Program Chair, and its cost must be a line item on the approved Program budget.

The preliminary program is distributed by bulk-mail to all paid SfAA individual membership, along with additional organizations or individuals for whom the Program Committee provides labels. Since 1983, the Society has used Custom News Services to prepare a tabloid form of preliminary program announcement. Copy is provided to Custom News by 15 November prior to the Spring meeting. Custom News lays out, prints, and bulk-mails the preliminary program. It charges a flat rate from which it discounts fees collected by the Society for advertisements.

Corrections and changes in the program are listed in the final program. No "correction" mailing is authorized.

#### 6.10. Final Program & Abstracts

The Program Chair edits the Final Program and Abstracts and is responsible for arranging for its production, printing, and distribution at the meeting. Only paid registrants may receive programs and name tags. For economy, programs and abstracts may be combined in a single publication. Format and content of the Program should be based on a review of previous programs. Additional copies or replacement copies for lost programs should be available at a per copy price to be determined by the Treasurer.

## 6.11. The Meeting Itself

### 6.11.1. Single Budgetary Authority

Only the Program Chair is authorized to sign for hotel expenses. This permission is granted by the Treasurer, in writing, to the hotel management along with a statement that no expenditures on behalf of the Society which are not signed by the Program Chair will be paid.

### 6.11.2. Format

Domestic meetings have customarily begun with a Wednesday designated for SfAA Executive Committee meetings, along with registration, workshops, and any special events Wednesday evening. Thursday, Friday, and Saturday are devoted to the scientific program and to the Council of Fellows (Business Meeting) and the Malinowski and Mead Award events. Sunday has been used for post-meeting events, such as the second session of the Executive Committee Meeting and workshops. A meeting commencing with SfAA Executive Committee meetings on a Saturday could be acceptable -- with the proviso that a weekend be included in the total meeting, plus preceding/succeeding days. See Appendix 6-7 for an example of a typical "Program Arrangement".

## 6.11.3. Division of Labor and Timetable

The following is to be in force in arranging the 1985 and subsequent annual meetings:

## Timetable for an Annual Meeting

<del>Not later than</del>	<del>Actor</del>	<del>Action</del>
36 months prior to Annual Meeting	Executive Committee	Communicates 2 or 3 Acceptable sites to Secretary and President
24 months prior to Annual Meeting	Secretary/President	Notifies SfAA of sites selected, contracted
24 months prior to annual meeting	President	Names Program Chair
18 months prior to Annual Meeting	Treasurer	Provides draft of budget for annual meeting for consideration/adoption by Executive Committee.
14 months prior to annual meeting	Program Chair	Proposes theme and provides list of program com. members
14 months prior to Annual Meeting	Program Chair	Provides HO Editor with copy for meeting announcement for publication in HO with cover appropriately "flagged"
10 months prior to Annual Meeting	Program Chair	Announcement in HO, PA, and sibling organization journals
August prior to Annual Meeting	Program Chair	Mass mailing of call-for-papers to all members and selected mailing list
November 15 prior to Annual Meeting	Program Chair	Provides copy for preliminary program & schematic showing room/time data, and any workshops for + or -1 with data on fees, if any.
December 5 (preferred December 1) prior to Annual Meeting	Program Chair	Mails preliminary program with hotel, flight info, etc to members and identified others
February 1 prior to Annual Meeting	Program Committee	Provides copy for final program/abstracts volume and schedule for audio-visual equipment by session, date, time, and room

#### 6.11.4. Extra-Program Events

Certain Extra-Program Events are not subject to the review of the Program Committee, such as Council of Fellows meetings, Executive Committee meetings, and related events. To avoid distracting from the scientific program, social events are not to be scheduled during time allocated for scientific sessions, for the Annual Business Meeting, or for the Malinowski and Mead Award sessions. Workshops are normally scheduled the day before and/or after the three-day scientific program. Whenever possible, time scheduling information should be listed in the Preliminary Program. Room locations are not listed in the Preliminary Program.

#### 6.11.5. Selection of Audio-Visual Equipment Supplier(s)

SfAA policy permits requests for overhead projectors, slide projectors, 16 mm film projectors, and video-tape equipment. This equipment can be expensive and failure to make arrangements before the meeting rupture the meeting budget and result in considerable "in the halls" conflict for the Program Committee. It is customary for the Local Arrangements Chair to arrange loans for such equipment from local-level organizations. Equipment is not guaranteed, but is on an "as-available" basis. Only as a last resort should equipment be rented from commercial firms and then, only to the extent that it fits within the program budget.

#### 6.11.6. Hotel Reservations

Hotel reservations are to be made by the Local Arrangements Chair for the Malinowski and Mead Awardees. All Officers and Executive Committee members are responsible for making their own hotel and travel arrangements.

#### 6.11.7. Registration Desk

The Program Chair should provide detailed instructions to those working at the registration desk. Appendix 6-8 provides an example of an instruction sheet to be provided to volunteers.

#### 6.11.8. Volunteers

The Program Chair will arrange for services of student volunteers for meeting assistance, census taking, registration monitoring, and related tasks. Of the volunteers, the Program Chair may specify up to five student volunteers with a gratis package. Volunteers will be expected to commit themselves to a minimum of 20 hours of work during an annual meeting. In return, volunteers will receive: (a) free registration; (b) one year's free membership in the Society; and (c) meal allowance at the rate of one meal/four hours of continuous work. The cost of meals for the volunteers must be approved by the Program Chair and paid from the Chair's budget.

#### 6.11.9. Cash Box

The Treasurer is responsible for maintaining the cash box in the registration area, tallying all registration receipts and cash each day, and locking up the box at the end of each day.

#### 6.11.10. Fees and Charges

Only the Malinowski awardee, Mead awardee, and Plenary Speaker will be exempted from registration fees for attendance and receive a complimentary program/abstracts volume.

Up to ten complimentary registrations may be granted by the Program Chair to attendees from Third World countries. Everyone else, including the Officers, Executive Committee, and Program Committee members, and other Committee Chairs, must register for the meeting.

A special registration rate may be established for participants from Third World countries which is as proportionate to a percentage of their average income as that charged to First World participants.

#### 6.11.11. Refunds

The Executive Committee has established the policy (18 March 1984) that seventy per cent of pre-paid registration fees may be remitted upon written notice of cancelation. No credit will be given after the final program goes to press.

#### 6.11.12. Reimbursements

Specific expenses of the Mead and Malinowski Awardees and a designated key-note speaker (when applicable) are covered by a distinct line item, apart from the Annual Meeting budget. These expenses are limited to one round-trip, economy-class airfare and one night in main hotel for the distinguished guest(s), if they so desire. The President's meeting expenses have ordinarily been reimbursed by the President's line item in the SfAA Annual Budget. Other officers and the Executive Committee members normally have shared, on a pro rata basis, otherwise unreimbursed travel expenses (not hotel or food, except when possible on an equally-applied per diem basis) with the amount allocated for that purpose by the Executive Committee for each annual meeting.

### 6.11.13. Complimentary Rooms

Complimentary rooms are normally provided the Society by hotels where we hold our annual meeting. The ratio of "comps" to registration varies from a ratio of 1:50 to a ratio of 1:20 free nights of occupancy. Room counts are limited to those who identify themselves as with the meeting, making it important that the Program Chair monitor the registration procedure. The SfAA has established a priority list for recipients of these rooms. In order of priority, they are:

- |                                   |          |
|-----------------------------------|----------|
| 1. Program Chair                  | 3 nights |
| 2. President                      | 3 nights |
| 3. Secretary                      | 2 nights |
| 4. Treasurer                      | 2 nights |
| 5. President Elect/Past President | 2 nights |

Should registration exceed a total of 12 nights, then an additional night is awarded to each person, in the same priority order. When transitions between officers occur, the comp rooms are always awarded to the outgoing officer. The Program Chair is responsible for informing the hotel of the names of the individuals so entitled and maximum number of nights permitted.

Should any additional rooms be awarded to the Society under other circumstances, the President, in consultation with the Program Chair, should decide their disposition.

Following each meeting, the Program Chair will provide a brief report on the allocation of complimentary rooms to the President.

The Malinowski and Mead Awardees' rooms are covered by a separate line item in the budget.

### 6.12. Workshops

As of 1987, the SfAA has contracted the Washington Association of Professional Anthropologists to organize the workshops for its 1987 and 1988 annual meetings. Terms of the contract are listed in Appendix 6-9. A review of this arrangement will take place in 1988.

### 6.13. Final Report and Close-out Data

The Program Chair presents a final report to the Secretary for distribution to the Executive Committee. The report follows the format listed in Appendix 6-10. This information is critical to the successful planning of subsequent meetings and becomes part of the historical record of the Society.

A list of all non-members attending the meeting should be sent within three weeks to the Chair of the Membership Committee, so that they can be encouraged to join the Society by a personalized, mail-merge letter. Copies of all program materials should also be sent to the next year's Program Chair and to the Archivist.

## 7. Awards

The Society annually presents two awards: the Margaret Mead Award and the Bronislaw Malinowski Award. These awards represent the highest level of professional recognition in the applied social and behavioral sciences. The Society rigorously adheres to an elaborate set of policies and procedures in selecting the awardees.

### 7.1. Margaret Mead Award Committee

The Margaret Mead Award, jointly presented by the Society for Applied Anthropology and the American Anthropological Association, is awarded to a younger scholar for a particular accomplishment, such as a book, film, monograph, or service, which interprets anthropological data and principles in ways that make them meaningful to a broadly concerned public. The awardee's activity will exemplify skills in broadening the impact of applied social and behavioral science -- skills for which the late Margaret Mead was admired widely. Previous recipients of the award are listed below.

**Table 7-1: Previous Recipients of Mead Award**

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1986	Jill Korbin
1985	Susan C.M. Scrimshaw
1984	Sue E. Estroff
1983	Ruthann Knudson
1982	Mary Elmendorf
1981	Nancy Scheper-Hughes
1980	Brigitte Jordan
1979	John Ogbu

---

The following five criteria are considered as additional guidance for the Mead Award selection committee:

1. To be considered for an award, each applicant must be under 40 years of age on January 1 of the year in which the award is to be bestowed, or have received their Ph.D. within ten years of the time of candidacy.
2. A nominee must have demonstrated an ability to conduct research or interpret the results of research in such a way as to have an effect beyond the discipline of anthropology.

3. A nominee must have demonstrated the ability to introduce an anthropological point of view among persons engaged in the application of knowledge who are not themselves anthropologists.
4. A nominee must have demonstrated the capability to reach and influence a concerned public outside of anthropology.
5. A nominee must have shown a capacity to apply principles of anthropology to the resolution of issues of contemporary human concern.

Under exceptional circumstances, a non-anthropologist may be considered eligible for consideration for the Award. Such a candidate must be clearly and integrally associated with research and/or practice in anthropology.

The Mead Award Committee consists of four members, two from the Society and two from the American Anthropological Association. The Chair annual rotates between the Society and the AAA. In the year an organization chairs the committee, the Chair's organization is responsible for the costs of the committee's work (e.g. postage, telephone, etc.).

Nominees for the Award are solicited annually. To be considered, each application must include 1) the nominee's curriculum vitae and 2) letter(s) of recommendation describing the accomplishment and documenting its impact on relevant publics. Nominees are judged by the supporting material, using the following criteria in order of importance: a) intellectual quality, b) clarity or understandability, c) the extent or depth of impact (how great was the impact), d) the breadth of impact (how many people and/or fields were affected).

The Executive Committee has approved (March 1986) additional guidelines to the selection committee:

- \* The rest of the present published criteria in the Call for Nominations (with the addition of the clause above allowing for non-anthropologist nominees) remains as it now exists, preserving the flexibility (and possibly-deliberate vagueness) which may best serve the interests of the discipline (and meet the apparent intent of the SfAA framers of the original Award).
- \* The 1987 and succeeding Selection Committees are urged to explore additional means for generating publicity for the Award, not only to ensure a large body of suitable candidates, but also to garner recognition for the discipline. It should be recognized that such efforts will cost dollars.
- \* Future appointees by both SfAA and AAA to the Selection Committee are carefully advised as to the necessity for

meticulous adherence to the stated criteria in force at the time the annual Call for Nominations is published.

## 7.2. Malinowski Award Committee

The responsibility of the Malinowski Award Committee is to present a slate of nominees for the Award to the Executive Committee. The Award is given annually to recognize an individual who has made efforts to understand and serve the needs of the world through social science. The award is not restricted to anthropologists.

### 7.2.1. Composition of the Committee

The Committee consists of five members, one of whom is the Chair. The members are chosen to represent the membership of the Society for Applied Anthropology as much as possible regionally and internationally, both within and outside of the academy.

The appointment of committee members is made by the President of the Society, based on suggestions made by the Chair. Each member serves for three years. Terms shall be staggered so that no more than two new members are appointed in a given year.

The Members of the Committee are expected to activate nominations for the Award, help the Chair to obtain any necessary documentation, read the files of all the candidates, and rank order a select number of candidates.

The Chairperson of the Committee is appointed from among the Members of the Committee. The normal term of office is two years.

### 7.2.2. Criteria for Selection of the Candidate

The nominees for the Malinowski Award normally should meet the following criteria:

1. The nominees should be of senior status, widely recognized for their efforts to understand and serve the needs of the world through the use of social science.
2. The nominees should be strongly identified with the social sciences. They may be within the academy or outside of it, but their contributions should have implications beyond the immediate, the narrowly administrative, or the political.
3. The Awardee shall be willing and able to deliver an address at the annual meeting of the Society for Applied Anthropology.
4. The nominees should include individuals who reside or work outside of the United States.

### 7.2.3. Preparation of a Slate of Candidates

The call for nominations is published each year in HUMAN ORGANIZATION, PRACTICING ANTHROPOLOGY, ANTHROPOLOGY AND EDUCATION QUARTERLY, CURRENT ANTHROPOLOGY, MEDICAL ANTHROPOLOGY NEWSLETTER, and other appropriate journals.

Members of the Committee should solicit nominations. Members of the Executive Committee of the Society are also requested to solicit nominations from the membership of the Society.

Each nomination should include any available biographies, and other relevant materials: 1) a detailed letter of nomination outlining the accomplishments of the candidate, 2) a curriculum vita of the candidate, and 3) selected publications and other substantiating material.

The files of nominees are kept active for five years, at which time the original nominator is called upon to update the earlier nomination. The files of Awardees, deceased nominees, and nominees previously dropped from the active files are forwarded to the Archivist of the Society.

Nominations should be received by the Chair of the Committee by mid-January of each year. By February of each year, the Chair of the Committee sends to each member of the committee the files of each nominee, which should include a) letter(s) of nomination, b) curriculum vitae, and c) any other relevant information. The Committee Members are asked to rank order ten candidates. By March, this ranking should be transmitted to the Chair, who collates the information and produces a short list of the top five candidates. Within a week, the new, short list is communicated to the Committee Members for a final ranking.

The final, ranked, short list is presented by the Chair to the Executive Committee of the Society at the annual meeting. So as to avoid problems for non-selected parties, this report will be marked "confidential".

### 7.2.4. Reports to the Executive Committee

The Chair of the Malinowski Award Committee prepares two reports:

1. A brief status report to the Fall meeting of the Executive Committee indicates the progress made to date in the work of the committee, the numbers of old and new nominees to date, the publication of calls for nomination, and other relevant matters. The report should be received by the Secretary thirty days prior to the meeting.

2. The final written report for the Executive Committee should be received by the Secretary 30 days prior to the Annual Meeting for distribution to the Executive Committee. It should include a) the ranking of the candidates, b) a brief synopsis of the accomplishments of each nominee, and c) any suggestions for changes in procedure. At its first meeting at the Annual Meeting, the Executive Committee will vote, by secret ballot, on the slate of candidates to select the Awardee for the following year. Much consideration will be given the Malinowski Award Committee's rankings.

#### 7.2.5. Preparation for Presentation of the Award

1. The Chair of the Committee communicates with the Awardee:

- a) notifying the person of his/her selection for the Malinowski Award by phone and by mail;
- b) requesting biographical or curriculum vitae materials missing from the file;
- c) consulting with the Awardee and the Coordinator of the relevant annual meeting about travel arrangements and accommodations;
- d) reading and commenting on the address prepared by the Awardee, if requested to do so.

The Chair of the Committee makes available to the President of the Society or the person who is to make the presentation all relevant materials on the Awardee: letters of nomination, curriculum vitae, descriptions and observations collected by the Committee.

The Chair also sends a brief description of the Awardee and that person's work, together with a title of the proposed talk, to the Program Chair of the annual meeting. A press release is prepared by the Malinowski Award Committee Chair and directed to the local media on the first day of the Annual Meeting.

The Chair of the Committee sends a reminder to the Business Office of the Society to prepare the certificate and the plaque for the presentation. This should be done in February of the year of the presentation. The actual delivery of these items to the meeting and into the hands of the President, or the individual making the presentation, is the duty of the Business Office.

### 7.2.6. Presentation

The presentation of the Award is made by the President of the Society at the evening session of the Annual Meeting. Any formal remarks at the time of the Award are the responsibility of the President based on the biographical and other materials prepared by the Chair of the Committee.

The Awardee will present a one-hour address to the Society. Traditionally, this address is published in HUMAN ORGANIZATION.

A dinner or party to honor the Awardee is arranged by the Secretary of the Society for Applied Anthropology and hosted by the President of the Society. All invited, except the Awardee and one guest of the Awardee shall pay for their own meals.

**Table 7-2: Previous Malinowski Award Recipients**

1986	Philleo Nash	USA
1985	Elizabeth Colson	USA
1984	Alexander Leighton	Canada
1983	Omer C. Stewart	USA
1982	George Foster	USA
1981	Raymond Firth	England
1980	Fei Xiaotong	Peoples Republic of China
1979	Laura Thompson	USA
1978	Juan Comas	Mexico
1977	Sol Tax	USA
1976	Edward Spicer	USA
1975	Gunnar Myrdal	Netherlands
1974	Everett Hughes	USA
1973	Gonzalo Aguirre Beltran	Mexico

1. Brief biographical sketches and the plenary addresses of each of the above awardees can be found in the summer, fall, or spring issue of HO for their respective years. The Malinowski speech will always be the first article in the issue.
2. For a short period during the 1950s, the Society awarded an annual prize called the Malinowski Award that was based on the evaluation of a short essay. These were associated with a cash price of \$100.

### 7.2.7. Financial Aspects

The Awardee is entitled to round-trip, economy-class airfare from their residence to the site of the Annual Meeting and a complimentary room on the night of the Award. The Awardee should make every effort to use the official air carrier for the Annual Meeting.

## 8. Services Committees

The Society has five committees dedicated to service the membership: the Institutional Resources and Services Committee, the Committee on Professional Qualifications and Programs, the Electronic Communications Committee, the Ethics Committee, and the Development Committee. The Chairs of these committees are appointed by the President, with the advice of the Executive Committee. Members are then appointed by the Chair, with the advice and consent of the President, acting on behalf of the Executive Committee. Terms of committee membership are staggered so that new members are appointed as other members retire each year.

### 8.1. Institutional Resources and Services Committee

The Society maintains formal relationships with institutional subscribers and professional librarians. To that end, the Institutional Resources and Services (IRS) Committee was formed in 1985. Its objectives are to:

- 1) develop ways that the Society can better serve its institutional subscribers. Service should be defined in the broadest terms and include ideas and suggestions to the journal editors that would improve the attractiveness of our publications to old and new subscribers.
- 2) develop liaisons with the appropriate professional librarian associations, such as the Association of College and Research Libraries, to consider activities of common interest and exchange information.
- 3) develop working proposals to investigate better ways to assist the applied social scientist to understand and use the rapidly changing technologies emerging in information services.

#### 8.1.1. IRS Reports

The IRS Chair submits reports each year to the Executive Committee (at its fall meeting) and to the membership at the Society's annual meeting (each spring) and, occasional reports on committee activities to the Society's publications.

#### 8.1.2. Activities

The IRS Committee should communicate regularly with the Editors of HUMAN ORGANIZATION, PRACTICING ANTHROPOLOGY, and appropriate committee chairpersons. The Committee will also organize sessions at the Annual Meeting on information resources in the applied social and behavioral sciences.

## 8.2. Committee on Professional Qualifications and Programs

The Committee on Professional Qualifications and Programs provides a central source of expert reviewers who have agreed to participate in peer and program evaluation. Such evaluations are conducted by the individuals, not the Society, with the Committee serving as a liaison between professionals and institutions.

### 8.2.1. Membership

The membership of the Committee on Professional Qualifications and Programs includes a Chair, appointed by the President, and four members, appointed by the President upon the advice of the committee chair. Only an elected officer of the Society may chair this committee. The Society President serves as an ex-officio member of the committee. The committee members serve staggered, 3 year terms.

### 8.2.2. Functions

The committee:

- \* prepares and updates a list of Fellows who are prepared to serve as expert reviewers to evaluate the credentials for individuals, academic departments, or agencies where anthropologists are employed. Requests for program evaluation may be made to the committee by a designated agency or department. Requests for individual evaluation must be initiated by an SFAA Fellow.
- \* answers inquiries regarding promotion and/or tenure or evaluation from individuals, departments of anthropology, and other appropriate agencies.
- \* provides, when requested, information regarding the criteria used in promotion and tenure for individuals and departments.
- \* provides a referral network of qualified reviewers for individuals seeking promotion and tenure as well as for departments of anthropology and agencies requesting evaluation.

## 8.3. Electronic Communications Committee

The Electronic Communications Committee (ECC) assists the membership in using and developing electronic communication between its members. Since the membership is widely dispersed throughout the world and within North America, rapid communication to carry out the work of the Society is important. The ECC maintains and oversees the operation of electronic bulletin boards sponsored by the Society, and encourages the donation of computer facilities to the Society. It publicizes the communications facilities available to the membership and provides information that helps the members utilize these

facilities. It works with the Secretary to coordinate a directory of electronic mailboxes and maintains centralized mailboxes on major networks for inquiries to the Society. It also maintains on-line databases assigned to it by the Executive Committee. It works to foster the development of electronic network connections to the areas of the world where applied anthropologists work, and acts as a general source of information on computers and communication to the Executive Committee.

The Electronic Communications Committee was established in 1985. The role of the committee is expected to change. It will take on more responsibility for the maintenance and organization of communication networks as the membership becomes more involved with electronic communication.

#### 8.4. Ethics Committee

##### 8.4.1. Membership

The Ethics Committee shall have a Chairperson, appointed by the President of the SfAA, plus five additional members, appointed by the President of the SfAA upon the advice of the Chair. All members will serve staggered terms of three years each, two members being replaced each year. No member may serve more than two successive terms (a total of six years).

##### 8.4.2. Areas of Responsibility

The Ethics Committee is responsible for:

- \* Maintaining the currency and relevance of the SfAA Code of Professional and Ethical Responsibilities, by reviewing it at least once in three years and encouraging its periodic publication in HUMAN ORGANIZATION, PRACTICING ANTHROPOLOGY, and elsewhere.
- \* Responding in a timely and constructive manner to inquiries concerning ethical dilemmas encountered by colleagues doing applied anthropological work.
- \* Promoting ethical responsibility; organizing symposia on ethical issues in applied anthropology and engaging in other appropriate activities to promote interest in and understanding of matters of ethical responsibility.

##### 8.4.3. Committee Reports

Submitting written reports to the Executive Committee via the Secretary of the Society at times he or she shall designate, and such reports to the Council of Fellows as the bylaws designate.

#### 8.4.4. Financial Accountability

Submitting an accounting of any monies expended for the committee's operations to the Treasurer of the Society and obtaining official authorization prior to incurring any but very minor expenses (totaling no more than \$25.00).

#### 8.5. Development Committee

The purpose of the Development Committee is to:

- \* plan programs aimed at increasing voluntary private gift support for the Society;
- \* recruit, guide, and motivate volunteer subcommittees to implement specific Development programs; and
- \* advise the President, Treasurer, and Executive Committee on the feasibility of fund raising programs proposed by other Society committees.

The Society for Applied Anthropology qualifies for tax-deductible charitable contributions due to its legal status as a not-for-profit 501(c)(3) corporation.

Members of the Development Committee are appointed to three-year terms by the President of the Society in consultation with the Treasurer. The committee consists of a Coordinator and up to three additional members. The President and Treasurer of the Society may choose to serve as de facto members of the committee on an annual basis, but have the option of serving only in an ex-officio capacity. Members of volunteer subcommittees are appointed to one-year terms by the President of the Society on the recommendation of the Development Committee.

#### 8.6. Ad Hoc Committees

As special problems or issues arise, the President and Executive Committee may appoint whatever ad hoc committees they feel necessary to deal with an issue. Appointment of such committees must be made in writing and include the committee's membership and their terms, specific charge, duration of the committee, reporting deadlines, and budgetary procedures (if applicable). Copies of this letter of appointment should be distributed to the Executive Committee and Officers.

## 9. External Affairs

### 9.1. Committee on External Relations

#### 9.1.1. Purpose

The purpose of the Committee on External Relations is to find means to extend the influence of SfAA outward, through improved communication with other groups and associations which have parallel or complementary goals and/or activities.

#### 9.1.2. Membership (and Duties)

All designated SfAA liaisons are members of this committee. The Chair of the Committee on External Relations is responsible for:

- \* correspondence with initial members of the committee, toward development of a list of organizations and individuals to approach;
- \* consideration and evaluation of a possible link with other organizations, the potential benefits of which must be measured against a substantial annual cost to the SfAA.

These activities should be accomplished in close cooperation with the Membership Committee Chair.

#### 9.1.3. Activities and Procedures

Activities and procedures in prospect are as follows:

- \* build an initial list of groups with whom association might appropriately be sought;
- \* find liaison persons who (preferably) are already members of SfAA (Note: It is expected that prime "other" memberships of SfAA members will be solicited in data base expansions to be made through the office of the Society's Secretary.);
- \* seek links with organizations at the following levels:
  - national domestic, e.g., AAA, ASA, APA
  - foreign associations with like interests
  - regional groupings, e.g., SWAA, CSAS
  - local "grassroots", e.g., HPAA, WAPA;

possible levels of association might be:

- informal personal relations -- a "name" to contact in another group
- formal liaison links, signified with a confirming formal letter
- specific relations or activities, e.g. joint meeting;

- \* process "inbound" inquiries from groups or associations with whom we have liaison relations (Note: If such inquiries would have budgetary consequences, the approval of the SfAA Executive Committee would be required).
- \* provide Program Chairs with an up-to-date list of organizations and newsletters for announcing SfAA annual meetings.

#### 9.1.4. Liaison Person Appointment Process

Any Liaison Person would be selected by the following procedure:

- \* identification of SfAA member in related organization, e.g., a person working in an architectural organization;
- \* appointment of individual as our "liaison person";
- \* creation of letter of appointment with three-year terms staggered from time of Annual Meeting; specification of limitations, e.g., no budget access or dollar commitment authority without prior authorization from SfAA Executive Committee;
- \* transmission of "charge" to exchange information, newsletters, etc.

#### 9.2. Affiliation

**The Executive Committee may affiliate the Society with any other professional group with related goals (BL-II-6).** Toward this end, the Society adopted the following Affiliation Policy in November, 1979:

Pursuant to Article II, Section 6, of the Society's By-laws, authorizing the Executive Committee to affiliate the Society with other professional groups with similar goals, the Executive Committee hereby adopts the following policies and procedures.

Annually, the Executive Committee shall appoint, upon recommendation of the President, one of its number as chairperson of a Committee on Regional and Special Interest Groups, and shall appoint such other members to that Committee as are deemed necessary.

The charge to the Committee includes: 1) promotion and facilitation of communication among all organizations whose goals are similar to those of the Society; 2) fostering affiliation and coordination of such groups with the Society; and 3) recommending policies and procedures which will further such cooperation.

Among the organizations whose goals are similar to those of the Society will be some which can be identified as "affiliates of" or "affiliated with" the Society. To be formally recognized as such and to continue such affiliation, an affiliate of the organization must

- 1) have at least 20% of its membership in common with the Society,
- 2) approve by vote of its membership the Society's "Statement of Professional and Ethical Responsibilities",
- 3) provide the Society with a copy of its current constitution or by-laws, and
- 4) provide a report of its activities at least on an annual basis.

The benefits accruing to affiliated organizations will include the shared information which will come to them through the activities of the Committee, whatever prestige and respect that may come from affiliation with the Society, special opportunities to share the forum at various meetings sponsored or cosponsored by the Society, and special opportunities to share communications such as newsletters and other professional and public media.

A draft of an affiliation agreement is included in Appendix 9-1.

### 9.3. Social Impact Assessment and Evaluation Committee

This section to be completed in subsequent revisions of the Policy and Procedures Manual.

## 10. Financial Procedures

### 10.1. Finance Sub-Committee

**Membership:** The finance committee shall consist of four members: the Treasurer (Committee Chair) and at least two elected officers. The Editors and President are de-facto members of the sub-committee and, should the Chair so desire, the two Editors may also be de-facto members. Beginning in March, 1987, one of the newly elected members of the Executive Committee should replace an outgoing member, thereby insuring that, from each year's election, one person will serve on this sub-committee.

The charge of this sub-committee is as follows:

- 1) Review and refine procedures related to financial administration.

- 2) Review the annual budget (prepared by the Treasurer) before the December Executive Committee meeting) and bring a suggested (seconded) budget before the Executive Committee in December.
- 3) Provide a trend analysis on the financial affairs of the Society at the two Executive Committee meetings and before the Council of Fellows (the annual business meeting).
- 4) Quarterly review of the status of our "reserve" or investments.
- 5) Review of monthly reports issued in the Business Office.
- 6) Assist the President in other tasks related to the financial affairs of the Society.

Reports: It is customary for the sub-committee to present a report to the Executive Committee at the Spring and Winter Executive Committee meetings. This report may be combined with that of the Treasurer.

#### 10.2. Business Office

The Society maintains two "spartan" offices: the Executive Office, (located where the President works) and the Business Office, presently located in Oklahoma City under conditions set forth in a fixed-price contract. A Business Manager runs this office. A SfAA Overseer, designated by the Executive Committee, is located in the Business Office and is the designated official for assuring that the Business Manager completes the Society's work and adheres to the procedures established in this manual and the plan of work stated in the SfAA management contract. The Overseer must be a Fellow and previous officer in the Society and is paid a nominal sum, established by a vote of the Executive Committee, for this responsibility.

#### 10.3. Audit

The Society is audited annually by an independent Certified Public Accountant. A statement of ownership and publication, based on the audit, is published in HUMAN ORGANIZATION as required by the U.S. postal authorities in order for the Society to use its not for profit mailing privileges. The Treasurer is responsible for providing the Editor of HUMAN ORGANIZATION with this annual statement for publication.

#### 10.4. Cash

##### 10.4.1. Cash Receipts: Handling and Deposit

Funds are received exclusively through the postal box for the Business Office of the Society (PO Box 24083, Oklahoma City, Oklahoma 73124). A clerk daily collects and sorts the mail. Checks are separated and assigned a revenue code and a deposit number. Subtotals are made according to the revenue code and entered on a "Chart of Accounts" sheet (Appendix 10-1). A standard deposit slip is prepared for the account with the designated bank of the Society.

Deposits are numbered sequentially; the deposit number is entered on each check below the revenue code. For example, a check in payment for membership dues for the fourth quarter is identified with the revenue code of #4014; the deposit number (#1-#80 in 1985) is added below the revenue code (see Appendix 10-1 Chart of Accounts). Checks which are received in payment for two or more items include a breakdown of the codes and the amounts.

Prior to the deposit, a duplicate copy is made of the checks, the Chart of Account sheet, and the bank deposit slip. Following the bank deposit, a duplicate is made of the bank deposit receipt. The original bank deposit receipt and one copy of the completed Chart of Accounts sheet are filed with the Business Manager. A duplicate of the bank deposit receipt, a copy of all checks, and a copy of the Chart of Accounts sheet are filed with the Business Manager's office. All of these tasks are performed by the SfAA Clerk.

The frequency of deposits is governed by the following rule: a deposit is made at least every third working day, or when the total of the checks received exceeds \$500, whichever comes first.

##### 10.4.2. Cash Disbursements

The largest number of invoices and other requests for disbursements are received at the postal box of the Society; a smaller number are received in the office of the Business Manager. Upon receipt at the postal box, the requests for disbursements are sorted by the SfAA Clerk and turned over to the Business Manager.

All invoices are checked against the expenditure budget and the monthly budget for the Society. Upon approval, a "Request for Disbursement" form (Appendix 10-2) is completed and attached to the invoice; this is submitted to the Business Manager for payment. Checks are prepared and posted at least twice monthly. The completed disbursement form and attached receipts are filed in the Business Office. A copy of each check is filed in the Business Office. The Business Manager will refer to the Treasurer all requests for disbursements which (a) do not appear to be chargeable to an approved budget line or (b) appear to

exceed the amount of money authorized for a particular budget line.

All invoices or requests for disbursement which are questionable are referred by the Business Manager to the Treasurer or his/her designated on-site Overseer. Questionable invoices are processed only after written approval by the Treasurer.

#### 10.4.3. Authorization for Cash Disbursements

Two signatures are required on all Society checks. The authority to sign checks on both checking accounts is vested with the two elected officers: the President and Treasurer.

#### 10.5. Billing

Members of the Society are billed for dues on annual basis. Journal subscribers are also invoiced annually.

#### 10.6. Purchases

Purchases are made only for those items which are included in the annual budget which is approved by the Executive Committee at its fall meetings. The annual budget provides the broad authority for expenditures and purchases within the budget year.

Purchases may be made by the staff in the Business Office and the officers and designated committee chairs of the Society. A list of staff designated to make purchases is maintained by the Treasurer. The Treasurer is responsible for immediately revising the list of designated staff in case of personnel changes. Officers of the Society and the chairs of committees with approved line items may obligate the funds of the Society only within the defined scope of the budget line for that office or committee (see Appendix 2-2 Budget Unit Request Form) for an example of the controls on the amount and type of expenditure by an officer or committee chair).

#### 10.7. Personal Expenditures

The expenditure of Society funds for "personal" expenditures is severely limited. There are two areas in the budget where "personal expenditures" may be made. First, members of the Executive Committee are partially reimbursed for the cost of transportation and lodging when attending the two meetings of that Committee each year; these obligations are made against the line for "Executive Committee" in the General Expenditure Budget. In addition, the Editors of HUMAN ORGANIZATION and PRACTICING ANTHROPOLOGY and the President may elect to expend a part of their budgets for travel/lodging to attend these committee meetings. The annual budget for the Society does not permit expenditures in any other line for travel, meals, or lodging (excepting the reimbursement for travel of the recipient of the Margaret Mead Award in the General Expenditure Budget).

#### 10.8. Revenues

The largest part of the revenue realized by the Society each year comes from two sources - membership dues and journal subscriptions. The Annual Meeting is also expected to yield revenue for the Society.

Journal subscribers are billed once each year in the fall preceeding the subscription year. An invoice is prepared and posted to each subscribing institution (see Appendix 10-3). Payment for the subscription is remitted to the Society and received at the postal box. Fully 80% of the subscription revenues are received during the period October - February.

Beginning in January 1987, members of the Society are billed once each year for dues. Currently, the membership is divided into four groups, approximately equal in size. Each of these four groups is billed in one of the four quarters of the budget year (January, April, July, October). As of 1 January 1987, billing will be a single cycle basis, i.e. once per year. Membership dues are received at the postal box. A second notice is sent to non-renewing members after six weeks; a third after fifteen weeks. Following the third notice, the names and addresses of the non-renewing members are sent to the Membership Committee for direct, personal contact.

The remainder of the revenue is generated through the sale of back issues of the journals, the sale of monographs, the annual meeting, interest/dividends, and royalties. All sources of revenue are listed in the "Chart of Accounts" (Appendix 10-1).

In most instances (excepting interest/dividends, contributions, development fund, and reserve fund), an invoice is authorized by the Business Manager and prepared by the SfAA Clerk. Each invoice prepared by the clerk is entered into a data base. A report is prepared daily on whatever checks come in, permitting the clerk to identify and label with the appropriate revenue code the incoming checks.

#### 10.9. Securities and Investments

The Society has security and investment accounts with reputable firms. Periodically, these investment organizations may be changed upon a vote of the Executive Committee.

The Society receives reports on the performance of the security and investment accounts on a monthly and annual basis. The reports are prepared by investment counselors and submitted to the Business Manager. A sample copy for November 1985 is attached (Appendix 10-4). Within 5 days of receipt of these reports, the Business Manager submits copies of this report to President, Treasurer, and Chair of the Finance Committee.

#### 10.10. Accounts

The main checking, savings and other accounts are held at the Society's designated banks. The Treasurer and President are authorized to make any changes in the location of these account, should they feel circumstances so warrent. They are obligated to notify the Finance Committee within 10 days of any change in financial institutions.

#### 10.11. Budget

The Executive Committee has resolved that the Society operate on a three year, rolling budget (3 Dec 1986 EC meeting). The Treasurer is responsible for its preparation.

There are two processes used for the preparation of the preliminary budget of the Society. A request for a budget form sheet is posted to each officer and committee chair who has authority to propose a budget line. These requests are mailed in October of the year preceeding the budget year.

The budget unit requests are returned to the business office, where they are collated with the other parts of the preliminary budget. A draft budget is prepared by the President and Treasurer and posted to the members of the Finance Committee two weeks prior to the annual fall meeting of that Committee. The Finance Committee reviews and proposes a revised (if necessary) budget to the Executive Committee at the annual fall meeting. The Executive Committee reviews and approves a final budget. Subsequent to that approval, each officer and committee chair is notified of the amount which has been approved for expenditure in the forthcoming budget year.

Invoices and requests for disbursement are received at the postal box for the Society. The Business Manager completes a covering "Request for Disbursement" form, and assigns the appropriate expenditure code. This request is transferred to a SfAA clerk for the preparation of a check. Each check which is prepared includes the expenditure account code (see Attachment #9 for example). Each check is immediately charged to the appropriate account code by the SfAA clerk.

#### 10.12. Auditing and Accounting Records

An audit is performed each year on the financial records of the Society. A reputable firm with prior experience in dealing with not-for-profit corporations will be selected through competitive bidding.

The results of the audit will be presented to the Treasurer prior to the annual meeting of the Society.

### 10.13. Reporting

The Treasurer, Business Manager, and Overseer are responsible for the following reports: \* monthly financial report. A financial report is prepared on all transactions for the month. Copies of the report are posted to the Treasurer, Secretary, and members of the finance committee (including President and Editors), by the end of the following month.

- \* Quarterly financial report. The business office prepares quarterly summary reports of all financial transactions and submits copies to Executive Committee and officers.
- \* Reserve fund. The business office will prepare on an annual basis an analysis of the performance of the investments in the reserve fund. Copies of the report are submitted to the officers and Executive Committee.

### 10.14. Membership List and its Maintenance

The membership and subscription lists are maintained on active file at the Business Office. The Society has access to the computational facilities for the preparation of mailing lists, dues/subscription notices, and updating files.

The membership/subscription lists are maintained and updated in the following fashion. A SfAA clerk separates the returned invoices from the checks, codes and sorts the invoices appropriately, and returns them to the Business Manager. The Business Manager categorizes the invoices and other items requiring file updating. The invoices are then given, on a bi-weekly basis, to a second clerk who has access through a terminal to the computing equipment. After entry and list correction, another clerk initials and dates the back-up request and returns them to the Business Manager for filing.

### 10.15. The Membership Database

In January 1987, the Society began the systematic collection of a database on its membership. Information on this project will be included in subsequent revisions of this manual.

## 11. Policy and Publicity

This section to be completed in subsequent revisions of the Policy and Procedures Manual.

# Appendix 4.1:

## TERMS OF OFFICE FOR PRESIDENT-ELECT, PRESIDENT, AND PAST PRESIDENT

Annual Meeting as of:	Jacobs	Downing	Chambers	Person A	Person B
1985	Past Pres	President			
1986		President	Pres-Elect		
1987		Past Pres	President		
1988			President	Pres-Elect	
1989			Past Pres	President	
1990				President	Pres Elect
1991				Past Pres	President
1992					President
1993					Past Pres

\* Non-US meetings

# Appendix 6.1: LIST OF PAST PRESIDENTS AND MEETING SITES

	Meeting Place	President
48: 1988-89	SANTA FE	Erve Chambers
47: 1987-88	Tampa, Florida	Erve Chambers
46: 1986-87	*Oaxaca, Mexico	Theodore E Downing
45: 1985-86	Reno, Nevada	Theodore E Downing
44: 1984-85	Washington, DC	Sue-Ellen Jacobs
43: 1983-84	*Toronto, Canada	Sue-Ellen Jacobs
42: 1982-83	San Diego, California	Harland Padfield
41: 1981-82	Lexington, Kentucky	Willis E Sibley
40: 1980-81	*Edinburgh, Scotland	Peter Kong-Ming New
39: 1979-80	Denver, Colorado	John Singleton
38: 1978-79	Philadelphia, Pennsylvania	Alvin W Wolfe
37: 1977-78	*Merida, Mexico	Art Gallaher, Jr
36: 1976-77	San Diego, California	Thomas Weaver
35: 1975-76	St Louis, Missouri	Murray Wax
34: 1974-75	*Amsterdam, The Netherlands	Nanci Gonzalez
33: 1973-74	Boston, Massachusetts	Margaret Lantis
32: 1972-73	Tucson, Arizona	Clifford Barnett
31: 1971-72	*Montreal, Canada	Philleo Nash
30: 1970-71	Miami, Florida	Lambros Comitas
29: 1969-70	Boulder, Colorado	Charles Hughes
28: 1968-69	*Mexico City, Mexico	Vera Rubin
27: 1967-68	Washington, DC	Conrad Arenberg
26: 1966-67	Berkeley, California	John Adair
25: 1965-66	Milwaukee, Wisconsin	Omer Stewart
24: 1964-65	Lexington, Kentucky	William F Whyte
23: 1963-64	*San Juan, Puerto Rico	Ward H Goodenough
22: 1962-63	Albany, New York	Richard N Adams
21: 1961-62	Kansas City, Missouri	Homer G Barnett
20: 1960-61	Swampscott, Massachusetts	John Bennett
19: 1959-60	Pittsburgh, Pennsylvania	John Gillin
18: 1958-59	Madison, Wisconsin	C W M Hart
17: 1957-58	Syracuse, New York	Nicholas J Demarath
16: 1956-57	East Lansing, Michigan	Gordon MacGregor
15: 1955-56	Boston, Massachusetts	Charles R Walker
14: 1954-55	Bloomington, Illinois	Horace Miner
13: 1953-54	New York, New York	Felix Keesing
12: 1952-53	Chicago, Illinois	Solon Kimball
11: 1951-52	Haverford, Pennsylvania	F L W Richardson
10: 1950-51	*Montreal, Canada	Everett Hughes
9: 1949-50	Poughkeepsie, New York	Margaret Mead
8: 1948-49	Philadelphia, Pennsylvania	Charles Loomis
7: 1947-48	New Haven, Connecticut	George Murdock
6: 1946-47	New York, New York	George Murdock
5: 1945-46	Cambridge, Massachusetts	John Provinse
4: 1944-45	Washington, DC	John Provinse
3: 1943-44	Washington, DC	John Provinse
2: 1942-43	Washington, DC	Conrad Arensberg
1: 1941-42	Cambridge, Massachusetts(?)	Eliot Chapple
1940?	Informal organizational meeting, either Cambridge, Massachusetts, or Washington, DC?	

\* Non-US meetings

**Appendix 6-2: SfAA Proposal Form for Consideration as a  
Prospective Meeting Site**

**SfAA PROPOSAL FORM  
FOR CONSIDERATION  
AS A PROSPECTIVE ANNUAL MEETING SITE**

Proposed Site: \_\_\_\_\_

Proposed for Year: \_\_\_\_\_

Proposed Local Sponsor/Host

Contact Person: \_\_\_\_\_

Telephone: \_\_\_\_\_

Mailing Address: \_\_\_\_\_  
\_\_\_\_\_

Please respond as completely as possible to the following:

**PROPOSED HOTELS**

1. Size of Hotel \_\_\_\_\_
2. Guest Room Cost                      Single                      Double
3. Meeting Room Cost (if any) \_\_\_\_\_
4. Ratio of "Free" Meeting Rooms to number of reserved guest rooms
5. Ratio of free guest rooms allocated per number of reserved paid guest rooms.
6. Free airport shuttle                      Yes      No

**AIRLINE**

Regular Coach

Super Saver/Advanced Purchase

Round Trip Coach Fare Cost

From L.A.  
From Washington, D.C.  
From N.Y.C.  
From Chicago

Availability of Local Transportation

Excellent

Good

Poor to Non-existent

Taxi Service

Average Cost from Airport to hotels \$ \_\_\_\_\_

Limo Service available to/from airport

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

# Appendix 6.3: Attendance and Financial History of SfAA Meetings and Program Chair(s)

Date	Place	Regs	Expenses	Revenue	Net
			(x 1,000)		
1987-88	Tampa, Florida (Kushner/Whiteford)				
1986-87	*Oaxaca, Mexico (Shimkin/Nahmad)	820			
1985-86	Reno, Nevada (Young)	405	8.8	17.5	8.7
1984-85	Washington, DC (Schafft)	546			
1983-84	*Toronto, Canada (Stoeffler)	249			
1982-83	San Diego, CA (DeWitt)	338			
1981-82	Lexington, KY (VanWilligen)	338			
1980-81	*Edinburgh, Stland (Kaufer)	600			
1979-80	Denver, CO (Theodoratus)	495			
1978-79	Philadelphia, PA	401			
1977-78	*Merida, Mexico (Modiano)	388			
1976-77	San Diego, CA	350			
1975-76	St Louis, Mo	?			
1974-75	*Amsterdam, Neth	500?			
1973-74	Boston, Mass	244			
1972-73	Tucson, AZ (Downing)	452			
1971-72	*Montreal, Canada	257			
1970-71	Miami, Florida	220			
1969-70	Boulder, Colorado				
1968-69	*Mexico City, Mexico				
1967-68	Washington, DC				
1966-67	Berkeley, CA				
1965-66	Milwaukee, WI	116			
1964-65	Lexington, KY				
1963-64	*San Juan, Puerto Rico				
1962-63	Albany, New York				
1961-62	Kansas City, Missouri				
1960-61	Swampscott, Massachusetts				
1959-60	Pittsburgh, Pennsylvania				

Data for this chart is still being recovered by the Archivist.

\* Non-United States meetings

Local University Commitment/Support

Please describe (e.g. use of A/V equipment at no or minimal charge volunteers, hosting of reception, etc.)

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Local Practitioner Organization (LPO) Support

Please describe:

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Climate/Weather

Average Daily Temp.

Average Nightly Temp.

(Late) March  
April  
(Early) May

Surrounding Areas of Interest within 3 hour driving distance

Please describe:

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**Summary:** 1. Where are best hotel and airline rates available (e.g. Mid May, the rates are \_\_\_\_\_. However, in Mid March, the rates are \_\_\_\_\_.) 2. Why is this site preferable? (Be brief)

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Local Positioning Organization (LPO) Support

Please describe

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Average Nightly Temp.

Average Daily Temp.

Climate/Weather

(Late) March

April

(Early) May

Surrounding Areas of Interest within 3 hour driving distance

Please describe

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## Appendix 6-7: Example of Annual Program Arrangement

The model below is an example. Days can be altered for "start day," but a two-day weekend must be included.

Wednesday: SfAA Executive Committee meets in a room sized for about 20 persons, with table, chairs, blackboard, water, and glasses.

Registration: 3 - 8 pm (and 8 am - 6 pm Thursday, 8 am - 4 pm Friday, & 8 am - 1 pm Saturday).

7 - 9 pm: Welcome reception, cash bar.

8 am - 5 pm: Workshops (length varies)

Thursday: 8 am - 12 noon: concurrent scientific sessions

1 pm - 5 pm: concurrent scientific sessions

Friday: 8 am - 12 noon: concurrent scientific sessions

1 pm - 3 pm: concurrent scientific sessions

3:30 - 5:30 pm: SfAA Annual Business Meeting,  
Mead Award

7:30 pm - 10 pm: Malinowski Award Lecture,  
followed by cash bar  
(NO OTHER EVENTS  
SCHEDULED AT THIS TIME)

Saturday: 8 am - 12 noon: concurrent scientific sessions

1 pm - 5 pm: concurrent scientific sessions

Sunday: 8:00 am - 4 pm: concurrent scientific sessions  
and workshops

8:30 am - 4 pm: Executive Committee Meeting II.  
Arrangements same as on  
Wednesday.

#### Appendix 6.8: INSTRUCTIONS FOR STAFFING REGISTRATION DESK

- I. Ask those who register on site to fill out a registration form.
- II. Type name and affiliation on a badge for those who register on site and find an already-typed badge in the box for those who pre-registered.
- III. Add names and amount paid for new registrants to an on-site registration list. Type or print legibly. Start with number \_\_\_\_\_ (Program Chair: list highest pre-registration number plus one).
- IV. Ask all who come to the desk to pick up registration materials whether they are members, fellows, or sustaining fellows.
- V. Mark the records lists with "N" for non-members, "M" for members, "F" for fellows, and "SF" for sustaining fellows.
- VI. Attach a white sticker marked "M" for members or "F" for fellows on the lower right corner of the badge. Attach a gold sticker marked "SF" for sustaining fellows on the upper left corner of the badge.
- VII. Hand out the badge, a copy of the Program, meeting address form, and other materials in the registration packet.
- VIII. Call each person's attention to the extended deadline for signing up for special events, and make registration forms easily available. Ask those who have signed up for tours to check again at the desk to make sure that the quota is filled and that the event will be held.
- IX. Add names and amount paid to the master registration list for special events. Also, add names to the separate list for each individual event.
- X. Keep close watch over the cash box and return it to the SfAA Treasurer when the registration desk closes each day.

SOCIETY FOR APPLIED ANTHROPOLOGY

Annual Meeting Close-Out Report

Dates of Meeting March 25-30, 1986

City Reno, Nevada

Program Chair(s) John A. Young, Oregon State University

Cooperating Associations (if any) High Plains Society for Applied Anthropology

Hotel MGM Grand (now Bally Grand)

President Ted Downing

ATTENDANCE REPORT

a. Number of paid preregistrations (as of first day of meeting)	341
b. On-site registrations (excluding a.) (as of final day of meeting)	64
c. No-shows	75
d. Complimentary registrations given	16 for student volunteers 3 at \$10 reduced rate for nonanthropologists 84 student/unemployed rate
Total registrations	405
New members	14 (6 complimentary to student volunteers)

Registrations for Workshops

Writing the Winning Grant Proposal	9
Intercultural Training	9
Management Consulting for the Nonprofit Organization	7
How to Become a Museum Planning Consultant	2

#### AIRLINE ARRANGEMENTS

Official airline: American Airlines (copy of contract attached to report)

Ratio of complimentary flights to bookings: 1:50 plus one free

Number of bookings made: 26

Number of complimentary flights received: 1

Who received these? A drawing was held and a student member won a free airfare

Other perks received: A drawing for one reimbursement for airfare regardless of number of bookings

#### HOTEL ARRANGEMENTS

Official hotel: MGM Grand (now Bally Grand) (copy of contract attached to report)

Convention rates: \$58 single, \$58 double (plus 7% tax)

Ratio of complimentary rooms to bookings: 1:50 plus one free

Total bookings: 154

Number of complimentary rooms received: 4 throughout the meeting

Who received these? Program Chair, President (suite counted for 2 rooms), Secretary and Treasurer shared a double room. The Society paid one night for the keynote speaker and one night for the Malinowski Award winner.

Other perks received: Free use of movie projector and screen (student volunteers ran projector).

Reno Convention Bureau provided 30 hours of complimentary registration services. The Bureau provided free badges and typed names as donated service.

Three nights free lodging on premeeting site visit for Program Chair.

#### PRINTING ARRANGEMENTS

Preliminary Program

Copy of Contract with Custom News enclosed

Final Program: OSU Press printed from photocopy for less than \$1.00 per program (80 pages total).

## SESSION INFORMATION

Number of presentations/papers: 179 in 34 sessions and

52 volunteer papers in 10 sessions

5 workshops, one cancelled for lack of participants

Margaret Mead Award and Bronislaw Malinowski Award presentations

Memorial session in memory of Peter New

Other special events: Round table luncheon, 4 tables with a total of 32 participants, 42 had registered. Health, tourism and international business were the most popular topics.

Sixteen universities in information exchange.

Number of meeting rooms used (simultaneously): 6 plus 1 room set up for films.

Capacity: 90.

## QUALITATIVE EVALUATION

### Special problems encountered

Wrong telephone numbers given in airlines advertisement in Preliminary Program.

The treasurer collected money for the Malinowski Award Dinner to avoid the problems in billing participants.

Two workshops were changed from one date to another after initial information went out; this caused some resentment and extra administrative work. This should be avoided in the future.

The hotel overcharged by \$290, but agreed to our figure when their mistake was explained.

One foreign participant experienced an incident of discrimination at the front desk because he did not carry credit cards.

### Special arrangements and innovations made

Status of Honorary Fellow awarded to Chinese scholar Liu Xingwu to help broaden Society's international base.

Sustaining Fellows' badges were marked with an orange sticker and each was given a ticket for a complimentary drink at a reception.

Training session for new officers.

Keynote address, excerpt later published in Practicing Anthropology.

24 films and 1 videotape for complimentary screening.

Drawing for free airfare after business meeting.

A cash bar scheduled with a different theme each of four evenings.

Audio-visual equipment was obtained from the University of Nevada, Reno, at minimal charge.

The Bateson Project, a series of four working sessions on constructing a space colony, included scientists who are not anthropologists.

Colleagues from business brought into some sessions on organizational culture.

One book publisher's exhibit; 18 were invited.

The final program was done on a word processor, reduced, and printed from photocopy to save money.

#### Specific requests for improvements/changes in Policy and Procedures Manual

An historic tour was scheduled for Friday afternoon, overlapping with the business meeting. This tour had more than enough participants; 24 registered and the trip was limited to 20. The Sunday tour with 11 registered did not make it. Tours that are not filled should be left open until the last minute if possible.

Member categories such as student, fellow, etc., should be indicated on registration form.

The Program Chair in close cooperation with the Treasurer was responsible for all revenues and expenses connected with the meeting, not only for the \$2800 operating budget.

Forms for meeting registration and abstracts need an overhaul in order to keep papers, sessions, and organizers straight.

# OVERALL 1986 PROGRAM BUDGET

## Revenue

fiscal 1985	\$8869
January to March 1986	4568
checks on site	2142
cash on site (minus IOU's)	688
coffee money	22
fees for Information Exchange	1040
Westview ad in preliminary program	100
Total	\$17,549*

\* This includes 12 who paid the membership fee of \$42 with registration, a total of \$502 in membership fees.

## Expenses

printing final program	\$ 767.62
printing preliminary program (\$2300 reduced by \$1200 for three paid ads)	1100.00
postage/mailling preliminary program	400.00
hotel	
luncheon round tables	520.30
meals for student volunteers	59.70
complimentary drinks for Sustaining Fellows	46.89
UNV audio-visual equipment	235.50
historical tour	378.00
16 bulletin boards for information exchange	640.00
operating budget for program chair	2800.00
badges	0.00
complimentary room for keynote speaker	62.00
complimentary room for Malinowski awardee	62.00
complimentary airfare for keynote speaker	300.00*
complimentary airfare for Malinowski awardee	200.00*
pay workshop presenters	1060.00
refunds	174.00
Total	\$8806.01
Net revenue over expenditure	\$8742.99

\* These estimates are not based on actual records and need to be firmed up by the Treasurer.

# Operating Budget for Program Chair

travel	258.00
computer software	50.00
student wages	372.00
postage	168.60
telephone	561.51
photocopying	40.88
supplies	49.01
clerical assistance	1300.00
Total	\$2800.00

\* This includes 12 who paid the membership fee of \$25 with registration, a total of \$302 in membership fees.

printing final program	\$ 787.62
printing preliminary program	1100.00
(82500 reduced by \$1200 for three paid ads)	
postage/mailing preliminary program	400.00
hotel	
lunches round tables	250.30
meals for student volunteers	28.70
complimentary drinks for Sustaining Fellows	48.89
DMV audio-visual equipment	232.50
historical tour	278.00
16 bulletin boards for information exchange	640.00
operating budget for program chair	2800.00
badges	0.00
complimentary room for keynote speaker	62.00
complimentary room for Malinowski speaker	62.00
complimentary airfare for keynote speaker	300.00*
complimentary airfare for Malinowski speaker	200.00*
pay workshop presenters	1060.00
refunds	175.00
Total	\$8800.01

Net revenue over expenditures \$8712.99

\* These estimates are not based on actual records and need to be listed up by the Treasurer.

Appendix 9-1:

**DRAFT AGREEMENT OF AFFILIATION BETWEEN  
THE SOCIETY FOR APPLIED ANTHROPOLOGY  
AND ANOTHER PROFESSIONAL ASSOCIATION**

I. Statement of Purpose

The Society for Applied Anthropology (SfAA) and the \_\_\_\_\_ enter into this affiliation agreement in order to accomplish these purposes:

1. To foster the growth and public recognition of applied anthropology in all its forms.
2. To foster communication among organizations interested in applied anthropology.
3. To foster communication among and between national and regional networks of practicing anthropologists and other social scientists.

II. Statement of Autonomy

The Society for Applied Anthropology and \_\_\_\_\_ are two separate and distinct corporations. Each has by-laws and articles of incorporation. While agreeing to this affiliation agreement, SfAA and \_\_\_\_\_ recognize and respect each other's own internal governance procedures. The corporations recognize mutual non-liability as a result of this separate status which does not change because of this affiliation agreement.

III. Mutual Benefits

As a result of this agreement, SfAA and \_\_\_\_\_ agree to provide the following benefits to each other:

1. Both organizations will exchange membership lists.
2. Both organizations will have access to publications of the organizations.
3. Both organizations will have access to their annual and/or monthly meetings and their scientific programs.
4. The organizations agree to provide technical support to achieve mutually beneficial objectives, given time and cost restraints.
5. The organizations agree to coordinate the dates of their annual meetings so as to avoid minimal conflict to members of both organizations.

#### IV. Period of Agreement

This affiliated agreement will take effect on the \_\_\_\_\_ day of \_\_\_\_\_ of 19\_\_\_\_. The agreement will be in effect for two years, at which time it may be renewed.

#### V. Annual Report

Annually, the affiliate organization \_\_\_\_\_ will make a report to the SfAA Executive Committee. Concurrently, the SfAA Executive Committee will appoint an SfAA liaison responsible for insuring close cooperation with \_\_\_\_\_ and vice versa.

#### VI. Public Presentation

SfAA will recognize \_\_\_\_\_ as an affiliate society. This would include listing the names of all officers of \_\_\_\_\_ in the listing of SfAA committees. The \_\_\_\_\_ would be able to designate its affiliation with SfAA on its letterhead.

